446 - Schedule “A” referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997

THE CITY OF WINNIPEG
EXECUTIVE POLICY COMMITTEE BUDGET RECOMMENDATIONS FOR 1997 AND 1998
Tax-supported

		1997			1998		
DESCRIPTION	1996 Adopted Budget	Estimates as Tabled Jan. 23, 1997	Changes	EPC Final Recommendations	Estimates as Tabled Jan. 23, 1997	Changes	EPC Final Recommendations
REVENUE	683,202,089	677,204,202	(725,472)	676,478,730	684,778,771	(3,965,716)	680,813,055
EXPENDITURES	683,202,089	677,204,202	(725,472)	676,478,730	684,778,771	(3,965,716)	680,813,055
(SHORTFALL) / SURPLUS							
Assessment	11,580,353,700			11,577,679,200			To Be Adjusted
Mill Rate	32.342			32.966			
% Increase	0.0%			1.929%			2% Equivalent

Schedule "A" referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
EXECUTIVE POLICY COMMITTEE BUDGET RECOMMENDATIONS FOR 1997 AND 1998
Tax-supported

DESCRIPTION	1996 Adopted Budget	1997 Estimates as Tabled Jan. 23, 1997	1997 Changes	1997 EPC Final Recommendations	1998 Estimates as Tabled Jan. 23, 1997	1998 Changes	1998 EPC Final Recommendations
REVENUE:							
Realty Tax	346,209,625	360,786,004	(4,539,139)	356,246,865	368,001,724	(4,629,922)	363,371,802
Business Tax	49,400,000	51,800,000	(2,600,000)	49,200,000	52,836,000	(3,636,000)	49,200,000
Other Taxation	59,924,022	60,471,016	(3,784,846)	56,686,170	60,481,624	(3,860,543)	56,621,081
Government Grants	123,140,648	111,638,195	6,702,480	118,340,675	111,435,682	5,132,660	116,568,342
Regulation Fees	14,875,987	14,806,412		14,806,412	15,125,257		15,125,257
Sale of Goods and Services	29,517,286	29,146,991	996,033	30,143,024	28,764,692	1,028,089	29,792,781
Interest and Debt	17,796,268	14,104,898	500,000	14,604,898	14,462,199	500,000	14,962,199
Transfers from Other Funds	33,639,893	33,950,510	2,000,000	35,950,510	33,241,510	1,500,000	34,741,510
Other Revenue	8,698,360	500,176		500,176	430,083		430,083
TOTAL REVENUE	683,202,089	677,204,202	(725,472)	676,478,730	684,778,771	(3,965,716)	680,813,055
Variance Amount		(5,997,887)		(6,723,359)	7,574,569		4,334,325
Variance Per cent		-0.9%		-1.0%	1.1%		0.6%

Schedule “A” referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
EXECUTIVE POLICY COMMITTEE BUDGET RECOMMENDATIONS FOR 1997 AND 1998
Tax-supported

		1997			1998		
DESCRIPTION	1996 Adopted Budget	Estimates as Tabled Jan. 23, 1997	Changes	EPC Final Recommendations	Estimates as Tabled Jan. 23, 1997	Changes	EPC Final Recommendations
EXPENDITURES:							
Departmental	482,007,374	478,341,220	(3,375,513)	474,965,707	471,611,320	(7,454,731)	464,156,589
Debt and Finance Charges	135,204,153	121,532,995		121,532,995	142,494,222		142,494,222
Other Corporate	65,990,562	77,329,987	2,650,041	79,980,028	70,673,229	3,489,015	74,162,244
TOTAL EXPENDITURES	683,202,089	677,204,202	(725,472)	676,478,730	684,778,771	(3,965,716)	680,813,055
Variance Amount		(5,997,887)		(6,723,359)	7,574,569		4,334,325
Variance Per cent		-0.9%		-1.0%	1.1%		0.6%
REVENUE:							

Schedule “A” referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
EXECUTIVE POLICY COMMITTEE BUDGET RECOMMENDATIONS FOR 1997 AND 1998
Tax-supported

DESCRIPTION	1996 Adopted Budget	1997 Estimates as Tabled Jan. 23, 1997	1997 Changes	1997 EPC Final Recommendations	1998 Estimates as Tabled Jan. 23, 1997	1998 Changes	1998 EPC Final Recommendations
REVENUE:							
Taxation							
Realty Tax	346,209,625	360,786,004	(4,539,139)	356,246,865	368,001,724	(4,629,922)	363,371,802
Local Improvement Taxes	5,089,500	4,217,000		4,217,000	3,805,000		3,805,000
Business Tax	49,400,000	51,800,000	(2,600,000)	49,200,000	52,836,000	(3,636,000)	49,200,000
License in Lieu of Business Tax	2,365,000	2,770,000		2,770,000	2,270,000		2,270,000
Amusement Tax	1,900,000	1,900,000		1,900,000	1,900,000		1,900,000
Electricity Tax	9,876,000	10,075,000		10,075,000	10,219,000		10,219,000
Gas Tax	2,313,000	2,578,600		2,578,600	2,578,600		2,578,600
Payments in Lieu of Taxes	38,380,522	38,930,416	(3,784,846)	35,145,570	39,709,024	(3,860,543)	35,848,481
Total Taxation	455,533,647	473,057,020	(10,923,985)	462,133,035	481,319,348	(12,126,465)	469,192,883
Variance Amount		17,523,373		6,599,388	8,262,328		7,059,848
Variance Per cent		3.8%		1.4%	1.7%		1.5%

Schedule "A" referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
EXECUTIVE POLICY COMMITTEE BUDGET RECOMMENDATIONS FOR 1997 AND 1998
Tax-supported

DESCRIPTION	1996 Adopted Budget	1997 Estimates as Tabled Jan. 23, 1997	1997 Changes	1997 EPC Final Recommendations	1998 Estimates as Tabled Jan. 23, 1997	1998 Changes	1998 EPC Final Recommendations
REVENUE:							
Government Grants							
Provincial Grants:							
Provincial Tax-Sharing Payment	31,150,000	32,467,340	3,632,660	36,100,000	32,467,340	4,632,660	37,100,000
- Supplementary Payment			2,569,820	2,569,820			
Provincial Libraries Grant	1,838,942	1,910,118		1,910,118	1,910,118		1,910,118
Provincial Dutch Elm Disease Grant	700,000	700,000		700,000	700,000		700,000
Provincial Unconditional Grant	20,000,000	19,587,500		19,587,500	19,587,500		19,587,500
Provincial Video Lottery Grant	7,000,000	6,000,000	500,000	6,500,000	6,000,000	500,000	6,500,000
	60,688,942	60,664,958	6,702,480	67,367,438	60,664,958	5,132,660	65,797,618
Provincial Cost Sharing Payments:							
Provincial Social Assistance Grant	54,109,220	42,664,132		42,664,132	42,541,829		42,541,829
Provincial Health Grant	400,000	490,000		490,000	525,000		525,000
Provincial Police Grant	1,532,996	1,668,115		1,668,115	1,574,905		1,574,905
Provincial Support Grant	6,115,000	5,993,118		5,993,118	5,993,118		5,993,118
Provincial Grants - Other		11,000		11,000	11,000		11,000
	62,157,216	50,826,365		50,826,365	50,645,852		50,645,852
Federal	294,490	146,872		146,872	124,872		124,872
Total Government Grants	123,140,648	111,638,195	6,702,480	118,340,675	111,435,682	5,132,660	116,568,342
Variance Amount		(11,502,453)		(4,799,973)	(202,513)		(1,772,333)
Variance Per cent		-9.3%		-3.9%	-0.2%		-1.5%

Schedule "A" referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
EXECUTIVE POLICY COMMITTEE BUDGET RECOMMENDATIONS FOR 1997 AND 1998
Tax-supported

DESCRIPTION	1996 Adopted Budget	1997 Estimates as Tabled Jan. 23, 1997	1997 Changes	1997 EPC Final Recommendations	1998 Estimates as Tabled Jan. 23, 1997	1998 Changes	1998 EPC Final Recommendations
REVENUE:							
Regulation Fees							
Permits and Fees	5,550,841	4,808,680		4,808,680	4,895,825		4,895,825
Licenses	2,654,550	2,926,550		2,926,550	2,948,550		2,948,550
Fines	6,596,500	6,940,000		6,940,000	7,150,000		7,150,000
Penalties	74,096	131,182		131,182	130,882		130,882
Total Regulation Fees	14,875,987	14,806,412		14,806,412	15,125,257		15,125,257
Variance Amount		(69,575)		(69,575)	318,845		318,845
Variance Per cent		-0.5%		-0.5%	2.2%		2.2%

Schedule "A" referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
EXECUTIVE POLICY COMMITTEE BUDGET RECOMMENDATIONS FOR 1997 AND 1998
Tax-supported

DESCRIPTION	1996 Adopted Budget	1997 Estimates as Tabled Jan. 23, 1997	1997 Changes	1997 EPC Final Recommendations	1998 Estimates as Tabled Jan. 23, 1997	1998 Changes	1998 EPC Final Recommendations
REVENUE:							
Sale of Goods and Services							
Commissions and Rentals	5,265,518	5,434,557	49,204	5,483,761	5,597,820	10,023	5,607,843
Parking Meter Fees	2,000,000	2,250,000		2,250,000	2,300,000		2,300,000
Sale of Land	4,964,000	2,918,000	648,000	3,566,000	3,000,000	648,000	3,648,000
Arenas and Pools	4,480,154	3,732,618	181,540	3,914,158	3,657,661	261,629	3,919,290
General Government Charges	4,365,538	4,120,538		4,120,538	3,671,538		3,671,538
Administration Charges to Capital	534,000	655,800		655,800	421,800		421,800
Athletic Field User Fee	110,365	49,039		49,039	49,529		49,529
Zoo Admission	430,000	600,000		600,000	605,000		605,000
Bulk Waste Pick Up		25,000		25,000	25,000		25,000
General Sale of Goods and Services	2,392,496	2,921,104	35,225	2,956,329	3,009,267	26,373	3,035,640
Program Registration Fees *	1,636,945	3,544,075	82,064	3,626,139	3,499,077	82,064	3,581,141
Golf Green Fees	2,467,920	2,066,260		2,066,260	2,078,000		2,078,000
Cemetery Fees	870,350	830,000		830,000	850,000		850,000
Total Sale of Goods and Services	29,517,286	29,146,991	996,033	30,143,024	28,764,692	1,028,089	29,792,781
Variance Amount		(370,295)		625,738	(382,299)		(350,243)
Variance Per cent		-1.3%		2.1%	-1.3%		-1.2%

*Program registration fees - Parks and Recreation has reclassified approximately $1.8 million of program registration fees to revenue from recoveries in 1997.

Schedule “A” referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
EXECUTIVE POLICY COMMITTEE BUDGET RECOMMENDATIONS FOR 1997 AND 1998
Tax-supported

DESCRIPTION	1996 Adopted Budget	1997 Estimates as Tabled Jan. 23, 1997	1997 Changes	1997 EPC Final Recommendations	1998 Estimates as Tabled Jan. 23, 1997	1998 Changes	1998 EPC Final Recommendations
REVENUE:							
			Interest				
Interest	9,724,305	5,890,300		5,890,300	6,163,300		6,163,300
Debt Charges Recoverable	871,963	814,598		814,598	798,899		798,899
Sinking Fund	7,200,000	7,400,000	500,000	7,900,000	7,500,000	500,000	8,000,000
Total Interest and Debt	17,796,268	14,104,898	500,000	14,604,898	14,462,199	500,000	14,962,199
Variance Amount		(3,691,370)		(3,191,370)	357,301		357,301
Variance Per cent		-20.7%		-17.9%	2.5%		2.4%

Schedule "A" referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
EXECUTIVE POLICY COMMITTEE BUDGET RECOMMENDATIONS FOR 1997 AND 1998
Tax-supported

DESCRIPTION	1996 Adopted Budget	1997 Estimates as Tabled Jan. 23, 1997	1997 Changes	1997 EPC Final Recommendations	1998 Estimates as Tabled Jan. 23, 1997	1998 Changes	1998 EPC Final Recommendations
REVENUE:							
Transfer from Other Funds							
Waterworks	5,852,370	7,653,000		7,653,000	8,079,000		8,079,000
Sewage	7,391,000	8,830,000		8,830,000	9,531,000		9,531,000
Zoo Reserve	125,000				150,000		150,000
Transfer from Golf Course Reserve					200,000		200,000
Future Tax Levies Reserve	2,000,000		1,000,000	1,000,000		500,000	500,000
Equipment and Material Services	1,053,133	1,288,857		1,288,857	1,288,857		1,288,857
Utilities - Retirement Incentive Plan	600,000	300,000		300,000			
Hydro Electric	13,618,390	13,992,653	1,000,000	14,992,653	13,992,653	1,000,000	14,992,653
Solid Waste	1,200,000						
Equipment Replacement Reserve	1,800,000						
General Reserve		1,886,000		1,886,000			
Total Transfers from Other Funds	33,639,893	33,950,510	2,000,000	35,950,510	33,241,510	1,500,000	34,741,510
Variance Amount		310,617		2,310,617	(709,000)		(1,209,000)
Variance Per cent		0.9%		6.9%	-2.1%		-3.4%

Schedule “A” referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
EXECUTIVE POLICY COMMITTEE BUDGET RECOMMENDATIONS FOR 1997 AND 1998
Tax-supported

DESCRIPTION	1996 Adopted Budget	1997 Estimates as Tabled Jan. 23, 1997	1997 Changes	1997 EPC Final Recommendations	1998 Estimates as Tabled Jan. 23, 1997	1998 Changes	1998 EPC Final Recommendations
REVENUE:							
Other							
Other Revenue	298,360	500,176		500,176	430,083		430,083
Sale of Winnipeg Jets	8,400,000						
Total Other	8,698,360	500,176		500,176	430,083		430,083
Variance Amount		(8,198,184)		(8,198,184)	(70,093)		(70,093)
Variance Per cent		-94.2%		-94.2%	-14.0%		-14.0%

Schedule "A" referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
EXECUTIVE POLICY COMMITTEE BUDGET RECOMMENDATIONS FOR 1997 AND 1998
Tax-supported

DESCRIPTION	1996 Adopted Budget	1997 Estimates as Tabled Jan. 23, 1997	1997 Changes	1997 EPC Final Recommendations	1998 Estimates as Tabled Jan. 23, 1997	1998 Changes	1998 EPC Final Recommendations
EXPENDITURE SUMMARY							
DEPARTMENTAL	482,007,374	478,341,220	(3,375,513)	474,965,707	471,611,320	(7,454,731)	464,156,589
CORPORATE	201,194,715	198,862,982	2,650,041	201,513,023	213,167,451	3,489,015	216,656,466
TOTAL EXPENDITURES	683,202,089	677,204,202	(725,472)	676,478,730	684,778,771	(3,965,716)	680,813,055
Variance Amount		(5,997,887)		(6,723,359)	7,574,569		4,334,325
Variance Per cent		-0.9%		-1.0%	1.1%		0.6%

Schedule "A" referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
EXECUTIVE POLICY COMMITTEE BUDGET RECOMMENDATIONS FOR 1997 AND 1998
Tax-supported

		1997			1998		
DESCRIPTION	1996 Adopted Budget	Estimates as Tabled Jan. 23, 1997	Changes	EPC Final Recommendations	Estimates as Tabled Jan. 23, 1997	Changes	EPC Final Recommendations
EXPENDITURES:	Departmental						
Mayor's Office	454,568	449,159		449,159	428,152		428,152
Council	1,478,630	1,650,446		1,650,446	1,636,060		1,636,060
Board of Commissioners	1,730,728	1,952,632		1,952,632	1,956,040		1,956,040
City Clerks	4,268,376	4,773,588		4,773,588	3,949,862		3,949,862
Audit	630,014	630,014	200,000	830,014	642,702	155,000	797,702
Corporate Finance	9,215,412	9,222,806		9,222,806	9,160,800		9,160,800
Corporate - Departmental (Note 1)	739,943	845,653	256,960	1,102,613	755,901	81,960	837,861
Assessment	9,015,690	10,793,788		10,793,788	9,596,916		9,596,916
Streets and Transportation	47,587,602	50,418,274	3,700,000	54,118,274	49,531,780		49,531,780
Civic Buildings	21,131,771	21,982,915	(178,967)	21,803,948	21,347,166	(60,000)	21,287,166
Waterworks, Waste & Disposal	3,192,376	3,232,660		3,232,660	3,260,284		3,260,284
Fire	65,963,398	66,785,291	(1,000,000)	65,785,291	66,742,618	(1,000,000)	65,742,618
Police	94,027,200	96,026,035	135,000	96,161,035	95,329,880	35,000	95,364,880
Social Services	75,126,215	60,412,199	500,000	60,912,199	60,106,745	500,000	60,606,745
Parks and Recreation	68,209,548	68,880,586	42,128	68,922,714	67,021,078	363,024	67,384,102
Libraries	14,306,274	14,306,274	250,000	14,556,274	14,592,399	250,000	14,842,399
Museums	433,835	448,040	3,549	451,589	443,423	1,049	444,472
Hydro Street Lighting	8,912,500	8,378,000		8,378,000	8,089,000		8,089,000
Business Liaison	570,997	633,891	(2,525)	631,366	596,130	(2,525)	593,605
Ombudsman	595,156	589,546	(2,533)	587,013	559,769	(14,114)	545,655
Race Relations	72,145	72,000		72,000	69,000		69,000
Emergency Planning	136,491	141,514		141,514	138,280		138,280
Corporate Services	17,237,609	17,634,468	62,525	17,696,993	17,112,460	77,525	17,189,985
Land and Development Services	12,001,128	11,919,716	158,350	12,078,066	11,765,501	158,350	11,923,851
Community Services	12,364,966	11,972,145		11,972,145	11,774,000		11,774,000
Refuse Collection	12,604,802	14,189,580		14,189,580	15,005,374		15,005,374
Expenditure Management			(2,000,000)	(2,000,000)		(2,000,000)	(2,000,000)
Fleet Management						(1,500,000)	(1,500,000)
Vacancy Management *			(5,500,000)	(5,500,000)		(4,500,000)	(4,500,000)
Total Departmental Expenditures	482,007,374	478,341,220	(3,375,513)	474,965,707	471,611,320	(7,454,731)	464,156,589
Variance Amount		(3,666,154)		(7,041,667)	(6,729,900)		(10,809,118)
Variance Per cent		-0.8%		-1.5%	-1.4%		-2.3%

* $1 million in vacancy management savings directly allocated to departments for total target for 1997 of $6.5 million and $5.5 million for 1998.

Schedule "A" referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
EXECUTIVE POLICY COMMITTEE BUDGET RECOMMENDATIONS FOR 1997 AND 1998
Tax-supported

DESCRIPTION	1996 Adopted Budget	1997 Estimates as Tabled Jan. 23, 1997	1997 Changes	1997 EPC Final Recommendations	1998 Estimates as Tabled Jan. 23, 1997	1998 Changes	1998 EPC Final Recommendations
EXPENDITURES:							
			Corporate				
Debt and Finance Charges (Note 2)	135,204,153	121,532,995		121,532,995	142,494,222		142,494,222
Taxes	7,767,910	7,919,259		7,919,259	8,171,516		8,171,516
Insurance and Damage Claims	1,497,836	1,547,900		1,547,900	1,594,300		1,594,300
Corporate Employee Benefits (Note 3)	3,643,600	5,746,797		5,746,797	4,161,042		4,161,042
Adj. for Wages Unallocated (Note 4)	3,075,081	3,774,198		3,774,198	3,026,398		3,026,398
Transfer to Land Operating Reserve	2,000,000	2,000,000		2,000,000	2,000,000		2,000,000
Transfer to Long Service Pay Reserve	50,000	850,000	(500,000)	350,000	830,000	(500,000)	330,000
Contribution to Transit	25,879,259	25,770,308	1,627,000	27,397,308	24,829,999	1,263,000	26,092,999
Contribution to Solid Waste					510,000	(510,000)	
Grants (Note 5)	2,898,025	3,869,184	999,703	4,868,887	3,133,133	213,300	3,346,433
Ambulance Service Deficit	2,373,689	2,136,213		2,136,213	1,851,168		1,851,168
Payments to Other Authorities (Note 6)	13,827,946	5,564,414	(75,000)	5,489,414	5,484,192	(75,000)	5,409,192
Wage Adjustment	(7,000,000)						
Equipment Adjustment	(1,216,000)						
Other (Note 7)	11,193,216	18,151,714	598,338	18,750,052	15,081,481	3,097,715	18,179,196
Total Corporate Expenditures	201,194,715	198,862,982	2,650,041	201,513,023	213,167,451	3,489,015	216,656,466
Variance Amount		(2,331,733)		318,308	14,304,469		15,143,443
Variance Per cent		-1.2%		0.2%	7.2%		7.5%

Schedule “A” referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
EXECUTIVE POLICY COMMITTEE BUDGET RECOMMENDATIONS FOR 1997 AND 1998
Tax-supported

DESCRIPTION	1996 Adopted Budget	1997 Estimates as Tabled Jan. 23, 1997	1997 Changes	1997 EPC Final Recommendations	1998 Estimates as Tabled Jan. 23, 1997	1998 Changes	1998 EPC Final Recommendations
NOTE 1: Breakdown of Corporate - Departmental:							
Promotional	142,000	150,000		150,000	150,000		150,000
Remembrance Day	6,900	6,900		6,900	6,900		6,900
City of Winnipeg Float	40,900	40,900		40,900	40,900		40,900
Twinning with Other Cities	18,500	18,500		18,500	18,500		18,500
Hosting Agency/Tourism Winnipeg	33,000	33,000		33,000	33,000		33,000
Access Advisory Committee	10,000	10,000	41,960	51,960	10,000	41,960	51,960
Safe City Committee	61,601	21,601	40,000	61,601	21,601	40,000	61,601
Long Service Awards	16,500	17,000		17,000	17,000		17,000
Recognition Awards	16,500	16,500		16,500	16,500		16,500
Protocol/Public Relations	47,900	70,000		70,000	80,000		80,000
Governmental Affairs	150,500	160,000		160,000	160,000		160,000
External Audit Fees	91,000	91,000		91,000	91,000		91,000
Winnipeg Taxation Fairness Committee	7,360	8,000		8,000			
Ambulance/Fire Rationalization Review	92,002	92,002		92,002			
Film Commissioner's Office	5,280	10,250		10,250	10,500		10,500
Management Study			175,000	175,000			
Pension Study		100,000		100,000	100,000		100,000
Total Corporate Departmental	739,943	845,653	256,960	1,102,613	755,901	81,960	837,861
Variance Amount		105,710		362,670	(89,752)		(264,752)
Variance Per cent		14.3%		49.0%	-10.6%		-24.0%

Schedule "A" referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
EXECUTIVE POLICY COMMITTEE BUDGET RECOMMENDATIONS FOR 1997 AND 1998
Tax-supported

DESCRIPTION	1996 Adopted Budget	1997 Estimates as Tabled Jan. 23, 1997	1997 Changes	1997 EPC Final Recommendations	1998 Estimates as Tabled Jan. 23, 1997	1998 Changes	1998 EPC Final Recommendations
NOTE 2: Debt and Finance Charges							
Debentures:							
Interest	64,861,001	65,562,059		65,562,059	70,242,452		70,242,452
Principal	28,345,071	23,741,201		23,741,201	23,732,959		23,732,959
Sub-total	93,206,072	89,303,260		89,303,260	93,975,411		93,975,411
Non-Debentures:							
Interest	13,969,072				12,686,185		12,686,185
Principal	18,919,660	23,407,570		23,407,570	25,718,858		25,718,858
Sub-total	32,888,732	23,407,570		23,407,570	38,405,043		38,405,043
Financing Expense - General Financing:							
Interest	6,000	6,000		6,000	6,000		6,000
Amortization	1,464,348	1,610,783		1,610,783	1,771,862		1,771,862
Foreign Exchange	895,000	790,000		790,000	726,000		726,000
Tax Discounts	530,000	530,000		530,000	530,000		530,000
Bank Service Charges	350,000	360,000		360,000	360,000		360,000
Deferred Liability Property Owner - L. I.	812,929	699,418		699,418	643,942		643,942
Debenture Issue Expense	1,180,000	830,000		830,000	580,000		580,000
Sub-total	5,238,277	4,826,201		4,826,201	4,617,804		4,617,804
Other Interest Costs:							
Short Term Borrowing	2,000,000	2,100,000		2,100,000	3,600,000		3,600,000
Leases	1,501,072	1,525,964		1,525,964	1,525,964		1,525,964
L.I. Repayment	320,000	320,000		320,000	320,000		320,000
Builders Lien	50,000	50,000		50,000	50,000		50,000
Sub-total	3,871,072	3,995,964		3,995,964	5,495,964		5,495,964
Total Debt and Finance Charges	135,204,153	121,532,995		121,532,995	142,494,222		142,494,222
Variance Amount		(13,671,158)		(13,671,158)	20,961,227		20,961,227
Variance Percent		-10.1%		-10.1%	17.2%		17.2%

Schedule “A” referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
EXECUTIVE POLICY COMMITTEE BUDGET RECOMMENDATIONS FOR 1997 AND 1998
Tax-supported

DESCRIPTION	1996 Adopted Budget	1997 Estimates as Tabled Jan. 23, 1997	1997 Changes	1997 EPC Final Recommendations	1998 Estimates as Tabled Jan. 23, 1997	1998 Changes	1998 EPC Final Recommendations
NOTE 3: Breakdown of Corporate Employee Benefits:							
Sick Leave Severance Pay	3,104,000	3,931,000		3,931,000	3,200,000		3,200,000
Special Severance Pay	200,000	1,176,955		1,176,955	300,000		300,000
Other	339,600	638,842		638,842	661,042		661,042
Total Employee Benefits	3,643,600	5,746,797		5,746,797	4,161,042		4,161,042
Variance Amount		2,103,197		2,103,197	(1,585,755)		(1,585,755)
Variance Per cent		57.7%		57.7%	-27.6%		-27.6%

Schedule “A” referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
EXECUTIVE POLICY COMMITTEE BUDGET RECOMMENDATIONS FOR 1997 AND 1998
Tax-supported

DESCRIPTION	1996 Adopted Budget	1997 Estimates as Tabled Jan. 23, 1997	1997 Changes	1997 EPC Final Recommendations	1998 Estimates as Tabled Jan. 23, 1997	1998 Changes	1998 EPC Final Recommendations
NOTE 4: Breakdown of Adjustment for Wages Unallocated:							
New Directions/Innovative Options	(150,000)						
Normal Redeployments/Secondments	255,620	306,485		306,485	256,485		256,485
CRIP Amortizations	1,044,000	1,586,504		1,586,504	1,271,428		1,271,428
VRIP Amortization's	1,925,461	1,881,209		1,881,209	1,498,485		1,498,485
Total Adj. for Wages Unallocated	3,075,081	3,774,198		3,774,198	3,026,398		3,026,398
Variance Amount		699,117		699,117	(747,800)		(747,800)
Variance Per cent		22.7%		22.7%	-19.8%		-19.8%

Schedule "A" referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
EXECUTIVE POLICY COMMITTEE BUDGET RECOMMENDATIONS FOR 1997 AND 1998
Tax-supported

DESCRIPTION	1996 Adopted Budget	1997 Estimates as Tabled Jan. 23, 1997	1997 Changes	1997 EPC Final Recommendations	1998 Estimates as Tabled Jan. 23, 1997	1998 Changes	1998 EPC Final Recommendations
NOTE 5: Breakdown of Grants							
Other One-Time *		750,000	41,403	791,403			
Local Grants - City Centre-Fort Rouge	21,378	21,378		21,378	21,378		21,378
Local Grants - St. James-Assiniboia	21,690	21,690		21,690	21,690		21,690
Local Grants - Lord Selkirk-West Kildonan	23,200	23,200		23,200	23,200		23,200
Local Grants - East Kildonan-Transcona	20,439	20,439		20,439	20,439		20,439
Local Grants - Riel	24,383	24,383		24,383	24,383		24,383
Cultural Grants - Primary Operating	1,792,715	1,786,715		1,786,715	1,786,715		1,786,715
Cultural Grants - Projects	98,728	98,728		98,728	98,728		98,728
Cultural Grants - Individuals	14,000	20,000		20,000	20,000		20,000
Cultural Grants - Administration	69,109	69,109		69,109	69,109		69,109
Housing and Urban Renewal	208,095	206,533		206,533	207,406		207,406
Rossbrook House	190,180	195,505	3,300	198,805	200,979	3,300	204,279
Broadway Neighbourhood Centre			100,000	100,000		100,000	100,000
Main Street Project	98,600	101,361		101,361	104,199		104,199
Festival du Voyageur	40,000	40,000		40,000	40,000		40,000
Volleyball Teams	40,000		40,000	40,000		40,000	40,000
Winnipeg Humane Society	45,000	45,000		45,000	45,000		45,000
World Hockey Championships			30,000	30,000			
Age and Opportunity Centre Inc.	82,240	84,543		84,543	86,910		86,910
Citizenship Council of Manitoba	27,756	28,533		28,533	29,332		29,332
Salvation Army	20,560	21,136		21,136	21,728		21,728
Heritage Winnipeg Corporation	8,738	8,983		8,983	9,235		9,235
Pritchard Place Drop In Centre	21,588	22,192		22,192	22,813		22,813
Mediation Services	4,626	4,756		4,756	4,889		4,889
Promotional Pins, etc.	25,000	25,000		25,000	25,000		25,000
Pavilion			35,000	35,000		70,000	70,000
Winnipeg Airport Authority			750,000	750,000			
Grants - Minimal municipal services		250,000		250,000	250,000		250,000
Total Corporate - Other	2,898,025	3,869,184	999,703	4,868,887	3,133,133	213,300	3,346,433
Variance Amount		971,159		1,970,862	(736,051)		(1,522,454)
Variance Per cent		33.5%		68.0%	-19.0%		-31.3%

* $750,000 for Schneiders, $35,000 for Elmwood Cemetery, $4,589 for Jen-Den Investments, and $1,814 for Burland Estates.

Schedule “A” referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
EXECUTIVE POLICY COMMITTEE BUDGET RECOMMENDATIONS FOR 1997 AND 1998
Tax-supported

DESCRIPTION	1996 Adopted Budget	1997 Estimates as Tabled Jan. 23, 1997	1997 Changes	1997 EPC Final Recommendations	1998 Estimates as Tabled Jan. 23, 1997	1998 Changes	1998 EPC Final Recommendations
NOTE 6: Breakdown of Payments to Other Authorities:							
Convention Centre	2,178,000	2,244,238		2,244,238	2,244,238		2,244,238
Velodrome	64,452	64,452		64,452	64,452		64,452
Winnipeg Enterprises - Debt	100,119	100,125		100,125	100,193		100,193
Winnipeg Enterprises - Tax	500,000	550,000		550,000	550,000		550,000
Winnipeg Rehabilitative Housing Corp.	100,000	100,000		100,000	100,000		100,000
Tourism Winnipeg	570,500	570,500		570,500	570,500		570,500
Winnipeg Library Board	40,850	40,850		40,850	40,850		40,850
Forks Renewal Corporation	743,840	763,549		763,549	783,259		783,259
Winnipeg Enterprises Amateur Use	105,000	100,000		100,000	95,000		95,000
Winnipeg 2000	775,000	720,700		720,700	720,700		720,700
Hockey Steering Committee	12,000						
Municipal Hospital Working Capital	100,000	95,000		95,000			
Children's Museum	65,000	65,000		65,000	65,000		65,000
Children's Theatre	73,185	150,000	(75,000)	75,000	150,000	(75,000)	75,000
Winnipeg Jets	8,400,000						
Total Payments to Other Authorities	13,827,946	5,564,414	(75,000)	5,489,414	5,484,192	(75,000)	5,409,192
Variance Amount		(8,263,532)		(8,338,532)	(80,222)		(80,222)
Variance Per cent		-59.8%		-60.3%	-1.4%		-1.5%

Schedule “A” referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
EXECUTIVE POLICY COMMITTEE BUDGET RECOMMENDATIONS FOR 1997 AND 1998
Tax-supported

DESCRIPTION	1996 Adopted Budget	1997 Estimates as Tabled Jan. 23, 1997	1997 Changes	1997 EPC Final Recommendations	1998 Estimates as Tabled Jan. 23, 1997	1998 Changes	1998 EPC Final Recommendations
NOTE 7: Breakdown of Corporate - Other Costs:							
Actuarial Studies	48,394	48,394		48,394	48,394		48,394
Utility Tax Collection	7,200	7,200		7,200	7,200		7,200
Lane Openings	13,500						
Countess of Dufferin	8,325						
Tax Relief - Heritage Buildings	39,000	39,000		39,000	39,000		39,000
Unforeseen	64,000	60,000		60,000	60,000		60,000
Tax Refunds	7,500,000	6,950,000	650,000	7,600,000	5,600,000		5,600,000
Special Training	255,000	255,000		255,000	255,000		255,000
Pan Am Games	1,075,000	1,775,000		1,775,000	1,775,000		1,775,000
Prior Year's Commitments	1,783,797	368,120		368,120	518,120		518,120
Council Seminars	25,000	25,000		25,000	25,000		25,000
Provision for Doubtful Accounts	374,000	624,000		624,000	624,000		624,000
Unallocated						1,400,000	1,400,000
Provision for Contingency					6,129,767	1,697,715	7,827,482
Prior year's deficit		8,000,000	(51,662)	7,948,338			
Total Corporate - Other	11,193,216	18,151,714	598,338	18,750,052	15,081,481	3,097,715	18,179,196
Variance Amount		6,958,498		7,556,836	(3,070,233)		(570,856)
Variance Per cent		62.2%		67.5%	-16.9%		-3.0%

Schedule "A" referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
EXECUTIVE POLICY COMMITTEE BUDGET RECOMMENDATIONS FOR 1997 AND 1998
Utility Operations

		1997			1998		
DESCRIPTION	1996 Adopted Budget	Estimates as Tabled Jan. 23, 1997	Changes	EPC Final Recommdations	Estimates as Tabled Jan. 23, 1997	Changes	EPC Final Recommendations
EQUIPMENT AND MATERIAL SERVICES							
Revenues	32,316,472	34,628,385		34,628,385	35,005,627		35,005,627
Expenditures	31,263,739	33,956,801		33,956,801	34,441,265		34,441,265
Net Surplus (Deficit)	1,052,733	671,584		671,584	564,362		564,362
HYDRO ELECTRIC SYSTEM FUND							
Revenues	123,365,500	126,163,400		126,163,400	128,814,400		128,814,400
Expenditures	107,277,601	109,781,263		109,781,263	111,131,892		111,131,892
Net Surplus (Deficit)	16,087,899	16,382,137		16,382,137	17,682,508		17,682,508
TRANSIT SYSTEM FUND							
Revenues	60,427,172	62,158,443	76,000	62,234,443	64,215,300	15,000	64,230,300
Expenditures	86,306,431	87,928,751	1,703,000	89,631,751	89,045,299	1,278,000	90,323,299
Net Surplus (Deficit)	(25,879,259)	(25,770,308)	(1,627,000)	(27,397,308)	(24,829,999)	(1,263,000)	(26,092,999)
WATERWORKS SYSTEM FUND							
Revenues	61,653,006	62,944,524		62,944,524	68,213,326		68,213,326
Expenditures	63,307,885	67,612,058		67,612,058	71,592,867		71,592,867
Net Surplus (Deficit)	(1,654,879)	(4,667,534)		(4,667,534)	(3,379,541)		(3,379,541)
SEWAGE DISPOSAL SYSTEM FUND							
Revenues	75,814,557	81,804,756		81,804,756	83,734,159		83,734,159
Expenditures	70,727,189	73,366,876		73,366,876	75,260,528		75,260,528
Net Surplus (Deficit)	5,087,368	8,437,880		8,437,880	8,473,631		8,473,631
SOLID WASTE DISPOSAL UTILITY FUND							
Revenues	18,427,980	12,917,697		12,917,697	11,907,474		11,907,474
Expenditures	17,523,997	13,931,193	30,000	13,961,193	13,467,164	340,000	13,807,164
Net Surplus (Deficit)	903,983	(1,013,496)	(30,000)	(1,043,496)	(1,559,690)	(340,000)	(1,899,690)
WINNIPEG AMBULANCE SERVICES FUND							
Revenues	9,051,588	9,215,221		9,215,221	9,738,331		9,738,331
Expenditures	11,425,277	11,351,434		11,351,434	11,589,499		11,589,499
Net Surplus (Deficit)	(2,373,689)	(2,136,213)		(2,136,213)	(1,851,168)		(1,851,168)
TOTAL UTILITIES							
Revenues	381,056,275	389,832,426	76,000	389,908,426	401,628,617	15,000	401,643,617
Expenditures	387,832,119	397,928,376	1,733,000	399,661,376	406,528,514	1,618,000	408,146,514
Net Surplus (Deficit)	(6,775,844)	(8,095,950)	(1,657,000)	(9,752,950)	(4,899,897)	(1,603,000)	(6,502,897)

Schedule “B” referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997

Schedule “B”

THE CITY OF WINNIPEG

1997/98 CURRENT ESTIMATES

EXECUTIVE POLICY COMMITTEE’S DISPOSITION OF COMMUNITY COMMITTEE AND STANDING COMMITTEE RECOMMENDATIONS

Tax-supported ..... Pages 23 to 30

Utility Operations ..... Pages 31 and 32

March 17, 1997

Schedule “B” referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
1997/1998 TAX-SUPPORTED CURRENT ESTIMATES
EXECUTIVE POLICY COMMITTEE RECOMMENDATIONS
Effect on Shortfall Position - Increase (Decrease)

The following summarizes Executive Policy Committee's disposition of Community Committee and Standing Committee recommendations. This report deals only with Community Committee and Standing Committee recommendations and does not comprise all Executive Policy Committee recommendations. For a comprehensive financial summary of all recommendations, please refer to the report entitled "Executive Policy Committee Budget Recommendations for 1997 and 1998".

	Recommended Changes to Preliminary Estimates by					
	Community Committees		Standing Committees		Executive Policy Committee	
	1997	1998	1997	1998	1997	1998
Finance and Administration			(724,661)	85,750	(708,761)	(546,350)
Planning and Community Services			1,971,686	1,894,201	750,000	750,000
Works and Operations	135,000	300,000	5,316,808	768,000	5,327,000	753,000
Protection, Parks and Culture	2,949	1,049	2,949	1,049	(194,451)	43,856
Total	137,949	301,049	6,566,782	2,749,000	5,173,788	1,000,506

Schedule "B" referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
1997/1998 TAX-SUPPORTED CURRENT ESTIMATES
EXECUTIVE POLICY COMMITTEE RECOMMENDATIONS
Effect on Shortfall Position - Increase (Decrease)

	Recommended Changes to Preliminary Estimates by					
	Community Committees		Standing Committees		Executive Policy Committee	
	1997	1998	1997	1998	1997	1998
Committee on Finance and Administration						
Land and Development Services						
Increase in projected land sales revenue. Executive Policy Committee recommended the amount be increased by $648,000 in 1998.			(648,000)		(648,000)	(648,000)
Funding towards the Enhanced Land Marketing Program.			158,350	158,350	158,350	158,350
Corporate Services						
Reduction in Corporate Communications - Strategic Communications.			(205,000)	(205,000)		
Corporate Finance						
Re-instate tree roots claim program.			230,000	230,000		
Civic Buildings						
Negotiated lease savings for 65 and 83 Garry Street (1997 and 1998 - $150,000), North West Library (1997 - $80,000), Savings in Leasing Accounts (1997 - $10,000)			(240,000)	(150,000)	(240,000)	(150,000)
Additional funding for Pantages Playhouse to September 1, 1997			75,000		75,000	
Eliminate 5 vacant Janitor Gr. 1 positions			(152,000)		(152,000)	
Engineering recovery shortfall			90,000	90,000	90,000	90,000
Grants - Corporate						
Rossbrook House			3,300	3,300	3,300	3,300
Jen-Den Investments			4,589		4,589	
City of Winnipeg Float			(40,900)	(40,900)		
Total Finance and Administration			(724,661)	85,750	(708,761)	(546,350)

Schedule “B” referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
1997/1998 TAX-SUPPORTED CURRENT ESTIMATES
EXECUTIVE POLICY COMMITTEE RECOMMENDATIONS
Effect on Shortfall Position - Increase (Decrease)

	Recommended Changes to Preliminary Estimates by					
	Community Committees		Standing Committees		Executive Policy Committee	
	1997	1998	1997	1998	1997	1998
Committee on Planning and Community Services						
Social Services						
Maintain children's' social assistance rates. Executive Policy Committee did not concur in the recommendation and further recommended only the increased funding for infant rates be re-instated.			1,678,912	1,644,201	500,000	500,000
Libraries						
The first $250,000 in revenues in 1997 and 1998 be retained in the Library Reserve for future technological upgrades and enhancements.			250,000	250,000		
That additional revenue earned following the automation remain in the Library budget for future technological enhancements, ie., anything above $300,000. Executive Policy Committee did not concur in this recommendation.						
Executive Policy Committee recommends a transfer to the Library Reserve in 1997 and 1998.					250,000	250,000
Community Services						
Environmental Health Officer/Public Health Inspector			42,774			
Total Planning and Community Services			1,971,686	1,894,201	750,000	750,000

Schedule "B" referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG

1997/1998 TAX-SUPPORTED CURRENT ESTIMATES

EXECUTIVE POLICY COMMITTEE RECOMMENDATIONS

Effect on Shortfall Position - Increase (Decrease)

	Recommended Changes to Preliminary Estimates by					
	Community Committees		Standing Committees		Executive Policy Committee	
	1997	1998	1997	1998	1997	1998
Committee on Works and Operations						
Streets and Transportation						
Snow That $3.7 million be included in 1997 only for Snow Clearing.			3,700,000		3,700,000	
Parking Meter Rate City Centre Community Committee recommends that the proposed increase in the parking meter rate from $1.00 to $1.25 per hour NOT be approved.	135,000	300,000				
Executive Policy Committee concurred with the recommendation of Committee on Works and Operations that recommended that 12 minutes be the time allotment for each $0.25 at a parking meter.						
Snow Dumping Permit Fee East Kildonan - Transcona Community Committee recommends that a permit for snow dumping be established for implementation in 1997, and that fines be instituted for illegal snow dumping. Executive Policy Committee referred this matter to the Committee on Works and Operations for further examination.						
Solid Waste						
Recycling Programs Did not concur in the recommendation of East Kildonan - Transcona Community Committee and the Committee on Works and Operations that the Province of Manitoba be requested to provide funding for the continuation of the various recycling programs which are to be eliminated due to the loss of revenue resulting from the implementation of the BFI landfill site in Rosser, Manitoba; and suggested that the Manitoba Stewardship Program could be a possible source of funding. Executive Policy Committee re-instated $220,000 in 1997 and 1998 towards Waste Minimization Programs (See Utility Section).						
Transfer from Tax-Supported Budget Reverse the requirement for the Tax-Supported budget to contribute $510,000 towards the Solid Waste Utility in order that the Utility maintain a level of $1,000,000 in retained earnings.				(510,000)		(510,000)

Schedule “B” referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
1997/1998 TAX-SUPPORTED CURRENT ESTIMATES
EXECUTIVE POLICY COMMITTEE RECOMMENDATIONS
Effect on Shortfall Position - Increase (Decrease)

	Recommended Changes to Preliminary Estimates by					
	Community Committees		Standing Committees		Executive Policy Committee	
	1997	1998	1997	1998	1997	1998
Transit						
Collective Agreement Negotiated ATU salaries.			1,197,000	1,263,000	1,197,000	1,263,000
1998 Fare Increase Approval Concurred in the recommendation that the proposed 1998 Fare Increase be recommended for approval to be implemented January 1, 1998.						
Handi-Transit Service Expansion That additional funding in the amount of $430,000 be included in 1997.			430,000		430,000	
Concurred in the recommendation of the Committee on Works and Operations that the Executive Policy Committee be requested to undertake discussions with the Provincial Government to request assistance with the operating costs associated with the Handi-Transit Service in view of the increasing demand for service.						
Transit Passes - Volleyball Teams That the following be included to cover transportation costs for the Canadian Women's and Men's Volleyball teams. Executive Policy Committee concurred in the recommendation for transit passes with no impact to the tax-supported budget.			13,000	15,000		
Bus Transportation Grants Executive Policy Committee did not concur in the recommendation to delete Bus Transportation Grants in 1997.			(23,192)			
Total Works and Operations	135,000	300,000	5,316,808	768,000	5,327,000	753,000

Schedule “B” referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
1997/1998 TAX-SUPPORTED CURRENT ESTIMATES
EXECUTIVE POLICY COMMITTEE RECOMMENDATIONS
Effect on Shortfall Position - Increase (Decrease)

	Recommended Changes to Preliminary Estimates by					
	Community Committees		Standing Committees		Executive Policy Committee	
	1997	1998	1997	1998	1997	1998
Committee on Protection, Parks and Culture						
Parks & Recreation						
North End Centennial Pool Concurred in the recommendation that the North Winnipeg Centennial Pool remain open; And the necessary funding be reinstated in the 1998 Current Estimates for the operation of the North Winnipeg Centennial Pool. (Lord-Selkirk-West Kildonan Community Committee). Executive Policy Committee further recommends this issue be considered as part of Alternative Service Delivery Initiative - Solicit Community Interest with respect to the operation of civic arenas and pools -- wading pools, indoor pools and outdoor pools contained in the document "Reshaping Our Civic Government".		240,807		240,807		240,807
Public Skating Hours Concurred in the recommendation from the East Kildonan-Transcona Community Committee and Committee on Protection, Parks and Culture for the reinstatement of funds in the amount of $29,000 into the 1997 Indoor Public Skating Program to maintain the 1996 levels. Executive Policy Committee recommended re-instatement for 1997 and 1998.	29,000		29,000		29,000	29,000
Summer Play Programs - Community Centres Did not concur in the recommendation from the East Kildonan-Transcona Community Committee and Committee on Protection, Parks and Culture that should the partnership agreements proposed for the operation of the summer play programs at Community Centres not be successfully implemented, the necessary funding be reinstated to maintain the programming at the 1996 level.						
Outdoor Wading Pools The recommendation from the East Kildonan-Transcona Community Committee and Committee on Protection, Parks and Culture, that should the partnership agreements proposed for the operation of the outdoor wading pools not be successfully implemented the necessary funding be reinstated to maintain the programming at the 1996 level and that all outdoor wading pools remain open and operational in 1997. Executive Policy Committee recommends all outdoor pools remain open with no additional funding required.						

Schedule "B" referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG

1997/1998 TAX-SUPPORTED CURRENT ESTIMATES

EXECUTIVE POLICY COMMITTEE RECOMMENDATIONS

Effect on Shortfall Position - Increase (Decrease)

	Recommended Changes to Preliminary Estimates by					
	Community Committees		Standing Committees		Executive Policy Committee	
	1997	1998	1997	1998	1997	1998
Happyland and Windsor Park Outdoor Pools Did not concur in the recommendation from the Riel Community Committee and the Committee on Protection, Parks, and Culture that the closure of the Happyland and Windsor Park outdoor pools (proposed for 1998) be deferred until such time as the Ad Hoc Committee on Outdoor Pools comes forward with its recommendations that would include innovative ways and means of improving attendance and revenues for the two pools.						
Corporate Accounts Did not concur in the recommendation that the Executive Policy Committee be requested to review the dollar allocations in the Corporate Account section of the Current Estimates, with a view to reducing the Corporate Accounts by a dollar figure equivalent to the recommended reinstatements of services/programs in the Parks and Recreation Department. (East Kildonan-Transcona Community Committee).	(29,000)	(240,807)	(29,000)	(240,807)		
Fees and Charges Inflationary Adjustments Executive Policy Committee did not concur in the recommendation of the Committee on Protection, Parks and Culture that the 1997 inflationary adjustments to the Fees and Charges Policy for Parks and Recreation Facilities not be applied to youth, children and seniors rates. Executive Policy Committee concurs with the recommendations outlined in the original report from the Parks and Recreation Department, except that the additional revenues of $300,000 are not be retained by the Department to offset program reductions.					(300,000)	(300,000)

Schedule "B" referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
1997/1998 TAX-SUPPORTED CURRENT ESTIMATES
EXECUTIVE POLICY COMMITTEE RECOMMENDATIONS
Effect on Shortfall Position - Increase (Decrease)

	Recommended Changes to Preliminary Estimates by					
	Community Committees		Standing Committees		Executive Policy Committee	
	1997	1998	1997	1998	1997	1998
Broadway Neighbourhood Centre Executive Policy Committee concurred in the recommendation that the necessary funds be included in the Current Estimates to continue the operation. ($27,000 currently included in the Parks and Recreation budget for total funding of $100,000)					73,000	73,000
Transcona Historical Museum That the 1997 and 1998 Preliminary Current Estimates pertaining to Civic Museums be recommended for approval as submitted, with the following addition: Executive Policy Committee concurred in the recommendation from the East Kildonan-Transcona Community Committee and Committee on Protection, Parks and Culture that funds in the amount of $1,049 be included for the operation of Transcona Historical Museum, be concurred in;	1,049	1,049	1,049	1,049	1,049	1,049
Executive Policy Committee did not concur in the recommendation from the East Kildonan-Transcona Community Committee and Committee on Protection, Parks and Culture that funds in the amount of $1,900 be included for the purchase of a computer printer and a facsimile machine for the Transcona Historical Museum.	1,900		1,900			
Grant's Old Mill Museum - Operating Expenses Executive Policy Committee concurred in the recommendation.					2,500	
Total Protection, Parks and Culture	2,949	1,049	2,949	1,049	(194,451)	43,856

Schedule "B" referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
1997/1998 UTILITY OPERATIONS CURRENT ESTIMATES
EXECUTIVE POLICY COMMITTEE RECOMMENDATIONS

	Recommended Changes to Preliminary Estimates by					
	Community Committees		Standing Committees		Executive Policy Committee	
	1997	1998	1997	1998	1997	1998
Committee on Works and Operations						
Solid Waste Utility						
Allocated Department Costs						
Adjustment to allocated departments costs in recycling			(200,000)	(400,000)	(200,000)	(400,000)
Recovery - Transfer from General Revenue						
Reduction in Recovery of Expenses - Eliminate transfer from the General Revenue Fund				510,000		510,000
Waste Minimization Programs						
That $220,000 be re-inserted into the 1997 estimates to cover waste minimization programs as follows: $20,000 for the Waste Minimization Strategy, $170,000 for the Leaf It With Us Program, $20,000 for the Composting Rebate Program, and $10,000 for the four busiest Chip It Sites. In addition, Executive Policy Committee recommended that $220,000 be re-inserted in 1998.			220,000		220,000	220,000
Membership - The International Coalition						
City of Winnipeg membership in The International Coalition for Land and Water Stewardship in the Red River Basin			10,000	10,000	10,000	10,000
Total Solid Waste Utility	0	0	30,000	120,000	30,000	340,000

Schedule “B” referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

THE CITY OF WINNIPEG
1997/1998 UTILITY OPERATIONS CURRENT ESTIMATES
EXECUTIVE POLICY COMMITTEE RECOMMENDATIONS

	Recommended Changes to Preliminary Estimates by					
	Community Committees		Standing Committees		Executive Policy Committee	
	1997	1998	1997	1998	1997	1998
Transit						
Collective Agreement Negotiated ATU Salaries			1,197,000	1,263,000	1,197,000	1,263,000
1998 Fare Increase Approval Concurred in the recommendation that the proposed 1998 Fare Increase be recommended for approval to be implemented January 1, 1998.						
Handi-Transit Service Expansion That additional funding in the amount of $430,000 be included in 1997.			430,000		430,000	
Executive Policy Committee concurred in the recommendation of the Committee on Works and Operations which recommended that the Executive Policy Committee be requested to undertake discussions with the Provincial Government to request assistance with the operating costs associated with the Handi-Transit Service in view of the increasing demand for service.						
Transit Passes - Volleyball Teams That the following be included to cover transportation costs for the Canadian Women's and Men's Volleyball teams.						
Executive Policy Committee concurred in the recommendation for transit passes with no impact to the tax-supported budget -- Increased fare revenue offset by transit pass grant expense.			13,000	15,000	(13,000) 13,000	(15,000) 15,000
Bus Transportation Grants That $23,192 be deleted in 1997 for Bus Transportation Grants.			(23,192)			
Total Transit Utility	0	0	1,616,808	1,278,000	1,627,000	1,263,000
Total Committee on Works and Operations	0	0	1,646,808	1,398,000	1,657,000	1,603,000

Schedule “C” referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997

[redacted]

RESHAPING OUR CIVIC GOVERNMENT

Executive Policy Committee’s
Strategic Direction
for City Government

March 17, 1997

Schedule "C" referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

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Schedule "C" referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

RESHAPING OUR CIVIC GOVERNMENT

In conjunction with the detailed preliminary estimates with respect to the 1997 and 1998 budgets, this document outlines the overall strategy recommended by the Executive Policy Committee (EPC) to guide the development of annual budgets for future years. These recommendations are set out for consideration by Community Committees, Standing Committees, and City Council together with the 1997 and 1998 Estimates. Upon adoption by City Council, this overall strategy would constitute clear and binding direction to the Civic Administration with respect to the preparation of annual budgets through to 2000 and beyond.

A Commitment to Affordable Government

The foundation for all budgetary recommendations by the Executive Policy Committee is a commitment to our citizens for affordable, efficient civic government through cost reduction, innovation, restructuring and alternative methods of service delivery. EPC feels strongly that civic government cannot continue to operate as it has in the past. The City's cost structures are not affordable or sustainable. The government that we have built up is one that our citizens can no longer afford to support. It is essential to implement major structural changes based on a clear shared vision of what businesses the City should be in.

Previous Policy Directives, 1992-1995

Since the election of October 1992, the Executive Policy Committee has repeatedly stated the need to pursue fundamental changes in the operation of Winnipeg's municipal government. During the consideration of budget estimates for 1993, EPC identified 28 specific conclusions and recommendations for reducing property tax costs, including several significant changes in the way the City managed its operations.

Similarly, in February 1994, EPC recommended and City Council directed the Administration to develop a strategic plan including 19 specific directives to be implemented over the next several annual budget cycles. Substantial or partial progress was made on 9 of these initiatives during 1995, but the remaining 10 directives are yet to be implemented as of 1997.

Schedule "C" referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

Pursuant to previous policy direction from Council, extensive reorganization of the Civic Administration was implemented during 1994-1995, under Phase 1 of the New Directions initiative. The number of civic departments was reduced from 25 to 19, and the total complement of management staff was reduced by 20% over two years, from 977 in 1994 to 778 in 1996.

Notwithstanding the partial progress towards restructuring and streamlining during the 1992-1995 term of Council, it was clear that considerable additional work would have to be undertaken during the 1995-1998 term of Council to reshape the organization into a civic government that the taxpayers of Winnipeg can afford.

1996 Initiatives in Progress

Following the municipal election of October 1995, City Council in its 1996 budget adopted a number of recommendations for public/private partnerships and innovations to help us continue to provide high quality service to the citizens of Winnipeg at lower cost. Some of these initiatives were:

- contracting out of park mowing
- contracting out of library book delivery services and shelving of materials
- contracting out all Handi-Transit service
- increased contracting out of refuse collection services
- contracting out quarry operations
- consolidating of stores functions
- downsizing and/or contracting out of the Construction Branch
- contracting out of janitorial functions in the Winnipeg Police Service

Last year's budget also called for further study in the following areas:

- alternative service delivery options for parks and recreation services
- feasibility of a self-financing civic buildings utility
- possible contracting out of meter reading
- civilianization of selected police services positions
- privatization of the Brady Landfill
- analysis of the potential benefits of privatizing Winnipeg Hydro
- pursue negotiations with the Zoological Society regarding potential assumption of full responsibility for operation of the Assiniboine Park Zoo
- initiate discussions with the Humane Society regarding potential assumption of partial responsibility for operation of the Animal Services program

During that same budget year, funds were provided to conduct a study to rationalize Emergency Response services in the Ambulance and Fire Departments. A thorough review of fleet operations was also approved. While there were no reductions to transit routes, neighbourhood swimming pools and skating rinks, these areas were scheduled for review to determine a less costly service delivery approach. Partnerships with the community and/or the private sector were to be explored.

Almost one year has past since these decisions were made, and many of these initiatives have already been implemented in whole or in part. Some are still in the development or review stage, and some decisions have been reversed after further study and consideration.

The Executive Policy Committee remains committed to this overall strategic direction of cost reduction, innovation, restructuring, and alternative methods of service delivery, and would like to reiterate this commitment during the 1997/98 budget deliberations.

Strategic Initiatives for 1997 & 1998 Budgets

Beginning in 1997, the City has adopted to two-year budget process. This is an extension of the previous practice of providing a projection, for information purposes only, of revenues and expenditures for the year following the year covered in the budget itself. Under the new approach, the estimates for 1998 (the second year of the cycle) will be presented to Council for approval in principle at the same time as the 1997 budget is adopted. The 1998 estimates will then be further reviewed and amended as required for final adoption by Council in late 1997 or early 1998. The intent of this new approach is to promote better long range planning.

The challenge of providing services during 1997-1998, while building and planning for the future of our City and the needs of future generations, is recognized. Continued reshaping must occur to ensure more appropriate cost structures in the future. The Executive Policy Committee is recommending that civic staff proceed with the implementation of the following new initiatives in 1997, as collective agreements permit, including the development of business plans where appropriate.

The following initiatives form part of the 1997/98 budget recommendations:

Schedule "C" referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

Restructuring initiatives:

- commission an independent external organizational review and performance assessment of the existing political and administrative structure, including an evaluation of New Directions Phase I and recommendations for Phase II, in accordance with the Terms of Reference set out in Appendix A.
- complete evaluation of potential alternatives, and move forward with implementation of plans to re-engineer Fire and Ambulance Department operations.
- commission a review using appropriate civic resources and external assistance to shape the mandate of civic government for Winnipeg, address the question of what businesses the City should be in, and define strategies for non-core services.
- proceed with further departmental reorganization of the Civic Buildings Department in the areas of technical, project management, buildings maintenance and asset management support.

Alternative service delivery initiatives:

- solicit community interest with respect to operation of civic arenas and pools -- wading pools, indoor and outdoor pools.
- pursue the creation of Special Operating Agencies (SOA's) to consolidate activities across departments and implement innovative service delivery frameworks that incorporate full costing of services, business planning, performance reporting, and agency head accountability, under a strong customer service focus.
- continue to pursue negotiations with the Zoological Society to determine their interest in management of the Zoo operations (the City would continue to manage Assiniboine Park, all parking facilities, etc.).
- pursue negotiations with the Employee Benefits Board to transfer responsibility for the City's rehabilitation program to that Board.
- review the privatization of Winnipeg Hydro.
- explore the possibility of administrative savings by turning responsibility for the delivery of all community recreational programming over to the General Council of Winnipeg Community Centres and its 77 Community Centre members.

Cost reduction initiatives:

- establish an *Expenditure Management Committee* to review all budgetary non-salary expenditures in accordance with the Terms of Reference set out in Appendix B.

Schedule “C” referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

- explore the possibility of further savings in the area of facilities maintenance through the purchase of contracted services (real property contracts) in the Parks and Recreation Department.
- pursue the possibility of further savings with respect to leased accommodations.
- pursue the option of having all fire recruit training done in the Brandon Provincial Facility in order that future hiring of graduates from that facility will eliminate the requirement to pay for fire fighters to take basic training.
- develop a strategy for bringing the City’s employee benefits structure to levels more comparable to the private sector.
- review all streets, utilities, operations, and parks policies to provide updated processes and methods to deliver additional cost efficiencies.

Cost recovery initiatives:

- improve cost recovery ratios for arenas, pools, and the Zoo
- focus departmental efforts on the development of effective, results-oriented performance measures and public reporting on results against plans, with public participation in the development of appropriate measures and service standards
- search out alternatives for subsidizing zoo entrance fees, such as corporate sponsorships
- ensure that the Leisure Guide is self-supporting by 1998

Contracting out initiatives:

- pursue the full contracting out of all solid waste functions by the year 2000.
- contract out the operation, maintenance, and management of all civic golf courses and cemeteries.
- contract out additional janitorial functions in civic buildings.
- contract out the animal services program, including enforcement functions as well as the operation of the animal shelter.
- explore the possibility of contracting out water operations.
- develop a business plan leading to a Request for Proposals to contract out civic buildings facilities management.
- develop a business plan leading to a Request for Proposals to contract out appropriate call service centres.
- failing community interest, develop a business plan leading to a Request for Proposals to contract out all aquatic facilities, administration and programming.
- failing community interest, develop a business plan leading to a Request for Proposals to contract out all operations and administration of civic arenas.

Schedule "C" referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

- develop business plans to contract out street design, payroll, library technical services, and parks planning, and any other services that could be provided effectively by outside suppliers.
- develop a business plan leading to a Request for Proposals to contract out the services of the Construction Branch.

Directives for 2000 and Beyond

It is recognized that major structural change needs to continue in order to provide affordable civic government to our citizens for the future. The major structural change that is required takes time to plan and operationalize. To this end, the Board of Commissioners is instructed to develop a comprehensive 4-year plan including innovative approaches to reduce the cost of services delivered by the City.

The target recommended by the Administration for total savings to be achieved over 4 years is to be at least $15 million per annum. This would result in a target for total departmental expenditures of approximately $470 million by the year 2000, taking inflation into account as shown in the table below.

Budgeted Departmental Expenditures			
1996 Adopted Budget	**1997 Preliminary Estimate**	**1998 Preliminary Estimate**	**Year 2000 Target**
$482	$478	$472	$470

The cost reduction plan is to include an implementation schedule which will ensure that all required preparatory work (including development of business plans, review of contractor proposals, definition of service standards and development of contract forms) is completed by mid-1998 for full implementation not later than January 2000.

Schedule “C” referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

Appendix “A”

Terms of Reference
Organizational Review and Performance Assessment

Scope of Work:

Study to be comprehensive in scope, including but not limited to:

1. Review of Phase I of New Directions to identify successes and failures, required corrections and adjustments, and recommendations for Phase II.

2. Operational audit and performance assessment of the Civic Administration.

3. Review of previous reports on the organizational structure, including those of the Fraser Committee, Councillor Angus and Councillor Clement.

4. Analysis of the advantages and disadvantages of the City Manager model and the Board of Commissioners model of municipal government.

5. Analysis of the potential benefits of a Treasury Board or Board of Control within the Civic Government.

6. Review of the number and alignment of administrative departments and Standing Committees of Council.

7. Assessment of the effective degree of control over the administration available to the elected City Council and Executive Policy Committee.

Budget and Timetable:

Report to be completed by May 31, 1997, at a cost not to exceed $175,000.

Schedule “C” referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

Appendix “B”

Terms of Reference
Expenditure Management Committee

Purpose:

To scrutinize all discretionary expenditures and seek ways of reducing costs and increasing efficiencies within the operations of the City of Winnipeg, with particular emphasis on non-personnel-related categories of expenditure, including:

- Services;
- Materials, Parts, and Supplies; and
- Assets.

Committee Membership:

The Committee will consist of not more than three (3) Councillors appointed by the Executive Policy Committee (EPC) and reporting directly to EPC.

Annual Budget Targets:

The Committee will be charged with achieving cost reductions to equal or exceed the targets specified in the annual budgets for 1997 and 1998.

Schedule "D" referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997

1

Financial Stability Plan

Members of the public expect their municipal government to be well managed. Their expectations include appropriate planning and budgeting for the delivery of services in the short and long term. The size of the City's operations and scope of services delivered exceeds $1 billion each year, including utilities. Combined with the risks and uncertainties facing operations of this size, adopting a balanced budget each year which does not result in a deficit presents a difficult challenge. To some extent, the direction of the City to present a balanced budget over a two year term will help to stabilize operations over a longer time frame. However, the size of operations dictate that should a major unforeseen financial expenditure be required, the City should have the resources to buffer the impact. A good example is the record snowfall accumulations in 1996 which required many more millions of dollars of snow clearing expenditures than budgeted. The amount of money spent on snowfall far exceeded average conditions, and it is fairly certain that even a large amount of snowfall reserve funds would not have been enough to buffer this impact considering above average snowfall in 1995 as well.

In the past 10 years, from 1986 to 1995, only 3 years ended in a tax-supported deficit, and these deficits have generally been in the range of 1% of budgeted operating expenditures. Because of snow removal costs, the City again faces a deficit in 1996. On a percentage basis, these deficits have not been significant, however, bringing forward such a deficit unexpectedly into the next fiscal year can result in a property tax increase of almost 2%. Continuing to operate without an improved stabilization plan for the City will leave the City exposed to future problems of this nature.

With these facts in mind, stabilization reserves are considered a sensible method of ensuring financial stability in a large organization such as this and to avoid the necessity of resorting to tax increases if and when a contingency results in a financial loss. A two-pronged financial stability plan is being proposed in this budget to provide for major unforeseen financial expenditures, along with other steps the City is taking in this budget process to rebuild its reserves. The proposed Financial Stability Plan involves adopting more stringent guidelines respecting the use of the existing Future Tax Levies Reserve and the creation of a new Mill Rate Stabilization Reserve.

Future Tax Levies Reserve

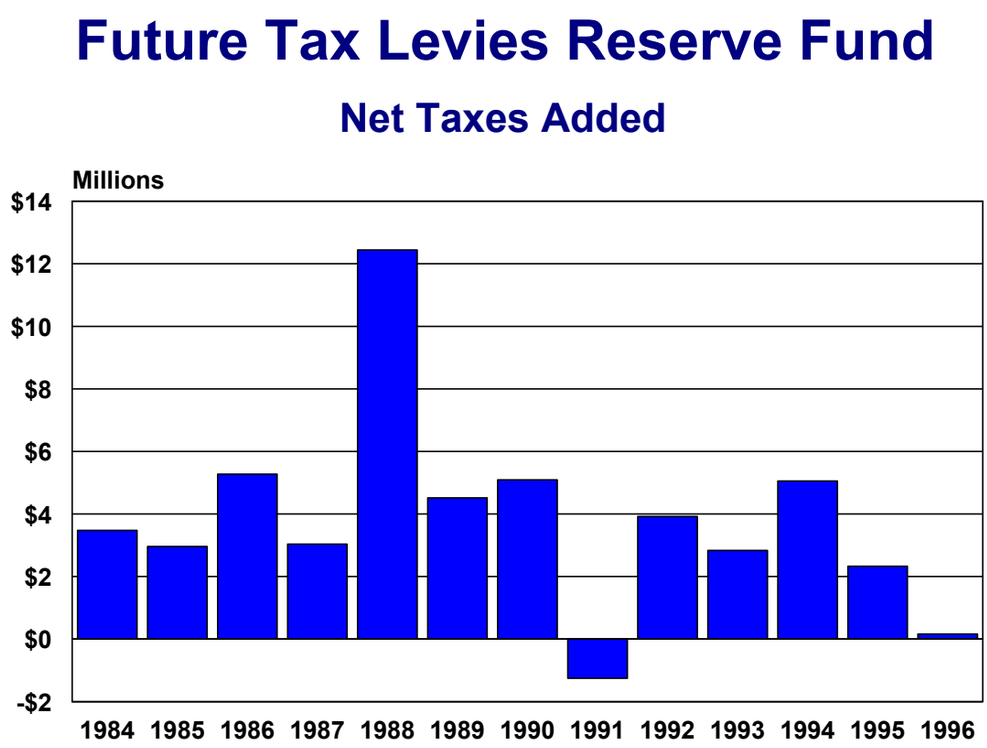
The Future Tax Levies Reserve was created by City Council on May 16, 1973 to counteract the budgetary effects of fluctuations from year to year in tax revenue caused by additions to and deletions from the tax roll due to new construction, demolitions or improvements to land. Disbursements from the reserve were usually limited to the annual requirements for deletions to the tax roll and any amount required to maintain the allowance for tax arrears at the required level. However, this reserve has been used in the past to assist in funding unexpected expenditures and

Schedule "D" referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

more recently, to assist in funding tax-supported operations in general. Therefore the balance of the fund has been reduced and almost depleted.

It is recommended that the City curtail any future transfers from the Future Tax Levies Reserve to fund current operations. This reserve would provide only for a major unforeseen financial expenditure. It is proposed that the use of the reserve for this purpose would require approval of two-thirds of Council. An amendment to The City of Winnipeg Act would be necessary to legally require the approval of two-thirds of Council, rather than just a majority vote. The target balance for this reserve is a minimum level of 5% of the tax-supported expenditure budget, which in 1996 amounted to $34 million. In any given year, transfers from the reserve to fund major unforeseen financial expenditures would be limited to no more than 20% of the prior year's reserve balance. The name of the reserve should be changed to better reflect its revised purpose to the Fiscal Stabilization Reserve.

As noted in the following graph, if this reserve had been created in 1984, the balance would now be about $54 million, not including interest that would have accumulated, making the balance significantly higher.



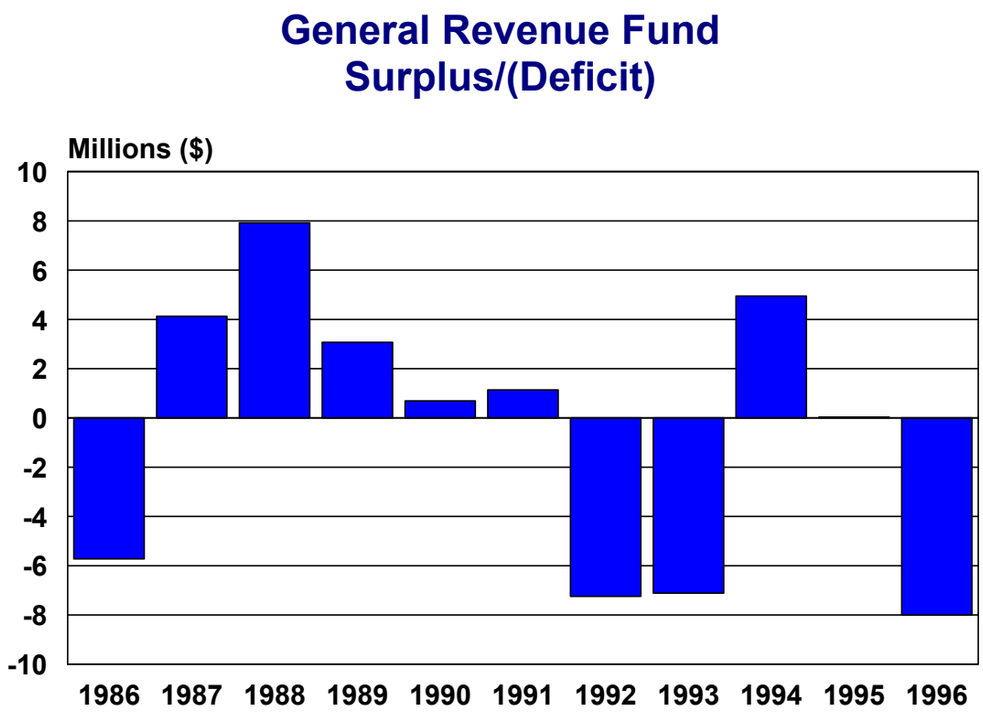
1
1996 projected

Schedule "D" referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

Mill Rate Stabilization Reserve

It is also recommended that the City create a Mill Rate Stabilization Reserve. The current balanced budget requirement dictates that any deficit must be expensed in the following year. A surplus may be carried forward as revenue to the following year. The Mill Rate Stabilization Reserve will be funded by any general revenue surpluses, and therefore any operating surplus will not be available as revenue in the following year. The reserve will be available to provide for up to 50% of any general revenue deficit provided transfers from the reserve would be limited to no more than 20% of the prior year's reserve balance. Again, the target level of this reserve over the long term would be 5% of tax-supported expenditure, which in 1996 amounted to $34 million. Half of the excess beyond this level would automatically become revenue in the following year.

In the longer term, the desired benefit of this reserve would be that in future years, the City will be in a better position to cope with any deficits. If this reserve had been created 10 years ago, the balance would now be about $13 million, not including interest.



1996 projected.

Schedule "D" referred to in Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997 (continued)

It is important to note that stabilization reserves are not operable if the amount budgeted in any year is not the best estimate of the expenditure to be incurred.

The major benefit of this plan will be the ability of these two stabilization reserves to buffer the impact of any unforeseen expenditure or deficit on the mill rate/property tax rate in the future. As noted above, citizens do not want any surprises as it relates to property tax increases. The adoption of a Financial Stability Plan would also be viewed favourably by the credit rating agencies. Many other cities in Canada already have or are moving towards the use of stabilization reserves.

RECOMMENDED FINANCIAL STABILITY PLAN:

1. That the existing Future Tax Levies Reserve be renamed the Fiscal Stabilization Reserve and be subject to the following new regulations:

    a) That no transfers from the Fiscal Stabilization Reserve (formerly the Future Tax Levies Reserve) be made to the General Revenue Fund (tax-supported) to fund current operations;
    b) That the current funding arrangement through net taxes added be maintained;
    c) That a target level be established at a minimum level of 5% of the tax-supported adopted budgeted expenditures [1996 = $34 million];
    d) That once this reserve balance exceeds 5% of the tax-supported adopted budgeted expenditures, the excess amount be considered for utilization only to provide for major unforeseen financial expenditures;
    e) That any use of these funds be contingent upon approval by two-thirds of Council; and
    f) That the Province of Manitoba be requested to amend The City of Winnipeg Act to permit the City to establish the condition for a reserve that the use of funds from that reserve require approval by a two-thirds majority vote of Council; and
    g) the use of these funds in any given year be limited to no more than 20% of the prior year's reserve balance.

2. That the City establish a "Mill Rate Stabilization Reserve" in accordance with Section 338(1) of The City of Winnipeg Act:

    a) That the long term purpose of the reserve be to fund deficits in the General Revenue Fund to assist in the stabilization of the City's mill rate and/or property tax requirements;
    b) That this reserve be funded by any surplus in the General Revenue Fund (tax-supported);
    c) That no transfers from the newly created Mill Rate Stabilization Reserve be made to the General Revenue Fund (tax-supported) to fund current operations, unless the reserve balance exceeds 5% of the tax-supported expenditures in which case, half the excess is automatically transferred to revenue in the following year;
    d) That the Mill Rate Stabilization Reserve be used to fund up to a maximum of 50% of any deficit in the General Revenue Fund;
    e) That the use of these funds in any given year be limited to no more than 20% of the prior year's reserve balance; and
    f) That the Director of Corporate Finance be appointed as the manager of the reserve fund.