REPORT OF THE

EXECUTIVE POLICY COMMITTEE

DATED JULY 14, 1993

On motion of Her Worship Mayor Thompson, the Report of the Executive Policy Committee, dated July 14, 1993, was considered clause by clause.

Moved by Her Worship Mayor Thompson,

That the Consent Agenda items, Clauses 1,2,3,4,5,6,7,8,9,11 and 12 be adopted.

Councillor Thomas requested that Clause 2 be pulled from the Consent Agenda.

Councillor Murray requested that Clause 3 be pulled from the Consent Agenda.

Councillor Hyman requested that Clause 5 be pulled from the Consent Agenda.

Councillor Golden requested that Clauses 6 and 9 be pulled from the Consent Agenda.

Councillor Fraser requested that Clause 12 be pulled from the Consent Agenda.

The motion to adopt the Consent Agenda, Clauses 1,4,7,8 and 11 was put and declared carried.

Her Worship The Mayor and Councillors:

Expenditure of Funds from Land Dedication Reserve - Back Stop at Roblin Park Community Centre
File EP-2 (Vol. 22)

792 - 1. On June 15, 1993, the Assiniboia Community Committee recommended that funds in the amount of $4,010.00 be expended from its Land Dedication Reserve Fund for the installation of a 20 foot x 20 foot high back stop with a 4 foot overhang at the southwest baseball diamond located at Roblin Park Community Centre, 640 Pepperloaf Crescent.

Your Executive Policy Committee concurs in the above and recommends that funds be allocated from the Assiniboia Community Land Dedication Reserve Fund for the project outlined herein.

Adopted by consent.

Winnipeg Airports Authority Inc.
File GG-2 (Vol. 21)

793 - 2. Your Executive Policy Committee was advised by the Winnipeg Airports Authority Inc. that steady progress is being made towards the stage of formal negotiations with the Transport Canada Transfer Taskforce. Preliminary discussions revealed that Transport Canada had some problems with the initial by-laws adopted by the Winnipeg Airports Authority Inc. In particular they wanted longer terms for board members and some other technical changes. The Board of Directors of the Winnipeg Airports Authority Inc. has adopted the attached by-laws as outlined in Exhibit "A". Transport Canada also wants a formal resolution from the three participating municipalities approving the configuration of the Board and the nominating process.

On July 14, 1993, your Executive Policy Committee considered the following resolution:

BE IT RESOLVED that the City of Winnipeg approve the replacement By-law No. 1 as approved by the Board of Directors of the Winnipeg Airports Authority Inc. on June 9, 1993;

AND BE IT FURTHER RESOLVED that the City of Winnipeg confirm its support for the configuration of the Board and the nominating process.

Your Executive Policy Committee concurs in the above resolution and submits draft By-law No. 1 as approved by the Board of Directors of the Winnipeg Airports Authority Inc. for the approval of Council.

Moved by Councillor Eadie,
Adoption of the clause.

The Speaker called the Deputy Speaker, Councillor Reese, to the Chair and left the Chamber.

The Speaker returned to the Chamber and resumed the Chair.

Moved by Councillor Reese,
That the clause be referred back to the Executive Policy Committee.

The motion to refer was put.

Councillor Reese called for the yeas and nays, which were as follows:-

Yea: Councillors Reese, Boychuk, Hyman, Murray and Thomas. 5

Nay: Councillors Duguid, Eadie, Fraser, Golden, Lazarenko, O'Shaughnessy, Prystanski, Silva, Clement, Mayor Thompson and Councillor Angus. 11

and the motion to refer the clause to Executive Policy Committee was declared lost.

The motion for the adoption of the clause was put.

Councillor Boychuk called for the yeas and nays, which were as follows:-

Yea: Councillors Eadie, Fraser, Golden, Lazarenko, O'Shaughnessy, Silva, Clement, Mayor Thompson and Councillor Angus. 9

Nay: Councillors Reese, Boychuk, Hyman, Murray and Thomas. 5

and the motion for the adoption of the clause was declared carried.

(Note: Exhibit "A" referred to in the above clause is on file in the office of the City Clerk)

Appointment of Civic Administration Member – Winnipeg Safe City Committee
File GF-2.7 (Vol. 5)

794 - 3. On June 21, 1993, the Winnipeg Safe City Committee accepted the resignation of Mr. Duane Shuttleworth, Civic Buildings Department, which resignation created a vacant position in the Civic Administration membership of its Committee.

On June 21, 1993, the Winnipeg Safe City Committee considered and concurred in a recommendation from the Director of Civic Buildings that Mr. Mike Hinks, Superintendent of Building Operations, be designated as the representative of the Civic Buildings Department.

Your Executive Policy Committee concurs in the recommendation of the Winnipeg Safe City Committee and recommends that Mr. Mike Hinks, Civic Buildings Department be appointed as a Civic Administration Member, to the Winnipeg Safe City Committee, for the two-year term expiring July 29, 1995.

Moved by Mayor Thompson,
Adoption of the clause.

Moved by Councillor Murray,
That the clause be referred back to Executive Policy Committee.

Carried.

Appointment - C.U.P.E. Representatives to the Joint Committee of Council Members and C.U.P.E Representatives
Files GU-4.1 (Vol. 17) & GC-7 (Vol. 22B)

795 - 4. Council on May 25, 1988, adopted Clause 1 of the Report of your Executive Policy Committee dated May 19, 1988. The aforesaid clause established a Joint Committee of Council members and C.U.P.E. representatives to examine and discuss concerns regarding the employment of seasonal, limited term, and part-time personnel.

On November 10, 1992, Council appointed Councillors B. Clement, T. Duguid and J. Eadie as members of Council to represent the City on the Joint Committee of Council Members and C.U.P.E. Representatives.

On July 14, 1993, your Executive Policy Committee was advised that C.U.P.E. Local 500's Central Council approved its representatives to the Joint Committee to be the Local 500 President, the 1st Vice-President and whatever staff as may be required.

Your Executive Policy Committee submits this matter for the information of Council.

Adopted by consent.

Licensing of Non-Resident Contractors
Files EL-1 (Vol. 26) & FL-1 (Vol. 8)

796 - 5. On April 28, 1993, Council adopted Clause 12 of the Report of the Executive Policy Committee dated April 7, 1993, with respect to the licensing of non-resident contractors.

Recommendation No. 2 of the Clause requested the Committee on Finance and Administration to review the licensing of contractors and provide a process for implementing a license in lieu of business tax for non-resident contractors, for report back to Executive Policy Committee within 90 days.

Your Executive Policy Committee has received a request from the Committee on Finance and Administration for a further extension of time of 90 days within which to report back.

Your Executive Policy Committee recommends that Council grant a further extension of time of 90 days for consideration of this matter.

Moved by Mayor Thompson,
Adoption of the clause.

Carried.

Assessment Department Re-Organization
File GP-1.1 (Vol. 2)

797 - 6. The official established structure and staff complement of the Assessment Department reflect the Department's pre-1987 mode of operation with emphasis on maintenance work, such as permits, new subdivisions, etc. Reassessments were not occurring, market value was not in vogue and no on-going programs of re-inspection were in place.

Court challenges in 1985 and 1987 resulted in the City being ordered to conduct a city-wide re-assessment and to continue to do so triennially. Significant "temporary" staff were hired into the Department to assist with meeting the Court's directive.

In 1990 a new Municipal Assessment Act was passed confirming that re-assessments be conducted every third year and that they be based on the reference year market value of real property.

The proposals put forward in the report as outlined in Exhibit "A", will allow the Department to meet its legislated mandate to provide ongoing market value assessments, to take advantage of the technological opportunities that will accompany both assessment computerization and the City's investment in the Land Based Information System (LBIS), and to do so within an environment of budget restraint.

A reduction in the number of Branches will streamline the Department's operations and facilitate a team approach to the determination of a property's total value.

The reduction in the number of managers flattens the reporting hierarchy and focuses the organization's attention on its two main activities, property valuation and internal support services.

The introduction of specialist expertise; e.g. a statistician, senior appraisers, a geographic information specialist, is absolutely essential if the Department is to meet its mandate. Recognizing the economic times, it is proposed to bring on this expertise by converting presently vacant assessor and/or clerical positions into the required new categories. In this manner there will be no overall increase in the Department's staff complement as approved in the operating budget.

The Assessment Department Reorganization and staffing proposals are premised on trying to operate within budget requirements. The additional expertise and reclassifications requested are to be funded through the redefinition of vacant positions as they become available. No additional costs are foreseen arising from reorganization. If and when such a possibility exists, it will be accommodated through a corresponding downward adjustment in the total staff complement. As the reorganization evolves over the next several years, the present staffing allocation will continue to act as the baseline for Department human resourcing numbers.

Your Executive Policy Committee recommends:

1) That a new organization structure for the Assessment Department, reducing the number of branches from seven to four, be approved.

2) That approval be granted to bring new specialist positions into the Assessment Department in order to add the expertise necessary to provide a market value assessment system.

3) That 64 (36 assessors, 28 clerks) of the temporary staff, approved and added to the Department in 1977 and 1986-88, be placed in the Department's permanent establishment.

Moved by Mayor Thompson,
Adoption of the clause.

Moved by Councillor Golden,
That the clause be referred to the Committee on Finance and Administration.

The motion to refer was put.

Councillor Golden called for the yeas and nays, which were as follows:-

Yea: Councillors Reese, Fraser, Golden and Angus. 4

Nay: Councillors Boychuk, Duguid, Eadie, Hyman, Lazarenko, O'Shaughnessy, Prystanski, Thomas, Clement and Mayor Thompson. 10

and the motion to refer the clause to the Committee on Finance and Administration was declared lost.

The motion for the adoption of the clause was put.

Councillor Golden called for the yeas and nays, which were as follows:-

Yea: Councillors Reese, Boychuk, Eadie, Fraser, Hyman, Lazarenko, O'Shaughnessy, Prystanski, Silva, Thomas, Clement and Mayor Thompson. 12

Nay: Councillors Golden and Angus. 2

and the motion for the adoption of the clause was declared carried.

(Note: See Minute No. 805 for attachment)

Establishment of The Osborne South Business Improvement Zone
File FL-7.9 (Vol. 1)

798 - 7. The City of Winnipeg Act Section 197(1) states the following:

"197(1) Subject to subsections (2), (3) and (4), the council may, by by-law, establish a business improvement zone when a petition signed by 10% of businesses that represent 10% of the total business assessment in the proposed zone is received by the council requesting that an area defined by the petitioners be designated as a zone."

Other relevant sections of The City of Winnipeg Act relating to the establishment of Business Improvement Zones are outlined in Exhibit "A".

On December 15, 1992, a petition was submitted by the South Fort Rouge Business and Professional Association for the establishment of a Business Improvement Zone (the map of the proposed zone is attached as Exhibit "B"). The petitioners represent 45.12% of the business that represented 50.84% of the business assessment. (The results of the petitions for, are outlined as Exhibit "E").

On March 10, 1993, the City Treasurer certified that the petitions did constitute at least 10% of the business that represent 10% of the total business assessment in the proposed zone (Exhibit "C").

On March 31, 1993, the Board of Commissioners directed to the Administration:

"That in accordance with Section 197(2) of The City of Winnipeg Act, notices be mailed to each business located in the proposed Osborne South Business Improvement Zone advising that a sufficiently signed petition (certified by the City Treasurer, Exhibit "C") has been received for the establishment of this zone, thereby ensuring each business has an opportunity to submit a notice of objection."

On June 17, 1993, the City Treasurer certified that the objections to the zone did not constitute one-third of the business that represent one-third of the total business assessment in the proposed zone (Exhibit "D").

A tabulation of the notice of objections received prior to May 15, 1993, is provided as follows:

	Number of Businesses	Business Assessment
Total businesses within the proposed zone	82	$1,102,740.
Businesses that submitted a notice of objection	17	$140,760.
Businesses that object to the zone represent	20.73%	12.76%
Required percentage for preventing the establishment of the zone	33.33%	33.33%

As the South Fort Rouge Business and Professional Association has now complied with all provisions of The City of Winnipeg Act, it is now left to Council to determine whether to create the proposed business zone.

Your Executive Policy Committee recommends:

I. That the establishment of the Osborne South Business Improvement Zone be approved.

II. That By-law No. 6201/93 be approved designating a Business Improvement Zone to be known as the "Osborne South Business Improvement Zone" and establishing a Management Board.

Adopted by consent.

(Note: Exhibit "B" referred to in the above clause is on file in the office of the City Clerk)

Subdivision and Rezoning of land bounded by the Perimeter Highway on the west, Charleswood Road on the east, the abandoned CNR Cabot Subdivision (Ridgewood Corridor) on the north and the CNR Mainline/Wilkes Avenue on the south - Assiniboia Community
File DASZ 7/91

799 - 8. On April 28, 1993, Council granted your Committee an extension of time for 90 days to deal with Clause 6 of the Report of the Committee on Planning and Community Services, dated May 11, 1992. The clause is with respect to the subdivision and rezoning of land bounded by the Perimeter Highway on the west, Charleswood Road on the east, the abandoned CNR Cabot Subdivision (Ridgewood Corridor) on the north, and the CNR Mainline/Wilkes Avenue on the south, in the Assiniboia Community.

Your Executive Policy Committee recommends that Council grant a further extension of time for 90 days to allow further consideration of this matter.

Adopted by consent.

Council recessed at 12:05 p.m., and reconvened at 1:37 p.m., same members present.

Councillors Duguid, Hyman, Lazarenko, Murray, O'Shaughnessy, Reese and Thomas entered the meeting after Council had reconvened.

Winnipeg Convention Centre Funding
File G-1 (Vol. 6)

800 - 9. On March 10, 1993, the President of the Winnipeg Convention Centre presented their 1993 funding request to Executive Policy Committee. The total grant request was $3,317,200. Their request was in two parts, namely a support grant of $2,230,200 for the on-going operation of the Convention Centre and a special grant of $1,087,000 to cover the 1992 short-fall ($837,000) and wrap-up of the Fort Garry Hotel contract ($250,000).

On March 24, 1993, Council approved a total grant to the Winnipeg Convention Centre of $1.985 million.

As a result of the Council budget decision the Convention Centre faces two immediate problems. The first relates to the short-fall between the operating grant requested and that obtained, or $245,200. The Convention Centre is dealing with this issue by further cutting service levels, reducing staff levels by layoff and reducing salary levels through negotiations with their unions. These issues and the impacts and outcomes of these measures were dealt with by the Convention Centre Executive at an informal meeting held with the Executive Policy Committee on May 14, 1993.

The Executive indicated that further staff layoffs would have to be made in key areas that would ultimately impact the ability of the Convention Centre to function effectively. In addition, union negotiations on salary rollbacks had not been completed and the issue of further layoffs was a major obstacle in the negotiating process. The Convention Centre Executive indicated that increasing the annual operating grant by $90,000 for 1993 would allow the Centre to cope with the reduced grant level approved in the budget, and your Executive Policy Committee agreed in principle that increasing the operating grant was appropriate.

The second major problem facing the Convention Centre is the unresolved question of the special grant request to address the 1992 shortfall and Fort Garry Hotel contract. There appear to be six alternatives available in dealing with this issue, of which two are deemed to be viable, as discussed below.

ALTERNATIVE ONE - STATUS QUO

The Commissioner of Finance and Administration requested a financial update from the Acting General Manager of the Convention Centre which showed that the Convention Centre had approximately $53,000 cash on hand and, at that time, had $690,000 worth of accounts payable outstanding. These payables included G.S.T., P.S.T., Hydro, Gas and M.T.S., all of which were incurring substantial penalty charges. In addition, payments to other vendors were being withheld.

Subsequent to receipt of the information, the Convention Centre was forwarded its entire 1993 grant allocation. The status quo alternative would see the Convention Centre out of cash by approximately August of 1993. If no further funds are made available to the Convention Centre, they must cease operations at that time. Should operations be discontinued, it has been estimated that in addition to the outstanding payables that there would be a liability of approximately $1.4 million for employee severance pay. This alternative is not deemed to be in the best interests of the City.

ALTERNATIVE TWO - BANK LOAN

At the time of the Council budget debate, there appeared to be a consensus building that the Convention Centre should go to the market place for a loan, guaranteed by The City of Winnipeg, to cover its shortfall. The cost to the Convention Centre to discharge a $1.087 million loan over five years at bank loan rates would be approximately $263,000 per year.

The Convention Centre would have to identify a source of funding for this payment stream in order to satisfy a lending institution that a viable business plan to repay this loan existed. To the City's knowledge, no such funding source or loan repayment plan exists.

A second major impediment to the above course of action is that The Convention Centre Corporation Act only allows the Convention Centre to "from time to time, borrow or raise money for temporary purposes by way of overdraft, line of credit, or loan, or otherwise upon the credit of the corporation from a bank, in such amounts not exceeding the aggregate sum of $100,000." This section of the Act was undergoing amendment in 1993 by the Province at the request of the City to a new level of $250,000. The City, in requesting the amendment, indicated that the credit line was out of date, having never been changed since the Act was passed and that $100,000 was an insufficient credit line for a facility the size of the Winnipeg Convention Centre.

The Commissioner of Finance and Administration has discussed the issue of having the loan cap raised with senior Provincial officials. The discussions centred on both timing and whether the Province would be receptive to such a request. On timing, it was felt by the Province that the issue was not an emergency and, accordingly, would have to wait until the Fall/Winter Session (if there is one) or next year's Session of the Legislature.

On the issue of feasibility, it was indicated that Section 6(1)(b) of the Act clearly intended loans to be of a temporary nature to address cash flow issues and not meant to finance deficits which are a budgetary issue. If the request to have the cap raised is seen as the latter, it would likely be denied. Even in the event that the Province granted the City's request, it would be too late to stave off the impending problem at the Convention Centre. Accordingly, this alternative does not seem viable at this late date.

ALTERNATIVE THREE - HOTEL TAX

Another suggestion that has been on the table for some time is that the Provincial Government grant The City of Winnipeg the authority to impose a hotel tax, the revenue from which would be used to fund convention and tourism activities. The Province has, to date, refused to grant this authority to the City and consequently this alternative does not appear viable in addressing this issue in the short term.

ALTERNATIVE FOUR - PROVINCIAL GRANT OR NEW FUNDING FORMULA

Again, during the Council budget debate, there appeared to be a significant consensus that the Province should be in part funding the Convention Centre. The rationale for this is that the Provincial Treasury is a major benefactor from convention and tourism activity and the Government should, therefore, contribute to the Convention Centre operation.

Up until 1979, the operating costs of the Winnipeg Convention Centre were shared on a 50/50 basis between The City of Winnipeg and the Province of Manitoba. When the block grant funding arrangement was instituted by the Province, the cost-sharing arrangement on the Convention Centre disappeared. In meetings held earlier this month with the Ministers of Industry, Trade and Tourism and Urban Affairs, this issue was discussed and there appeared to be support for returning to the cost-sharing arrangement by the Ministers. While they indicated that they could not speak for the Government, both Ministers indicated that they would advocate on behalf of the City's request. It was further indicated that a logical source of funds for this new arrangement would be from the 25% portion of VLT revenue which has been set aside for economic development activities in Winnipeg. It was also indicated that this arrangement may be possible in 1994 but there is little chance that any funds would be available in 1993. While this alternative seems viable for future help in funding the Winnipeg Convention Centre, it will not address the present problem.

ALTERNATIVE FIVE - CITY OF WINNIPEG LOAN

The concept of a loan strategy was discussed during the budget preparation and rejected in favour of the more direct approach of a one-time additional grant to the Convention Centre.

The strategy involved the City, without amending The Convention Centre Corporation's Act, advancing the Convention Centre an interest-free loan or advance payment. The funds would be taken from the City of Winnipeg cash flow, which has some associated costs for the City, and given to the Centre on the understanding that it would be repaid over a three to five year term, with the shorter term preferred. The loan repayment of $333,000 or $200,000 per year (dependent on term) would be added to the grant in order to assure that the funds would be returned to the cash flow.

Since that strategy was developed the Canadian Institute of Chartered Accountants, in April of 1993, issued an Accounting Statement No. 9 entitled Accounting for Loans Receivable in Government Financial Statements. The effect of this pronouncement, which deals with inter-organizational loans, is to preclude the kind of transaction contemplated in the strategy above. The statement says in part, "when a direct relationship can be established between the repayment of a loan and a government's funding to the borrower, the portion of the loan that is expected to be recovered from future appropriations should be accounted for as an expenditure". Essentially, this requires that the loan transaction be recorded as an expense on the balance sheet in the year in which it is given. While it is still possible for the City to do the transaction as outlined above, the City Treasurer has indicated that it is inappropriate and our external auditor would be required to note such transaction in our financial statements. Thus this alternative is still viable but not desirable.

ALTERNATIVE SIX - ONE-TIME GRANT

This alternative involves advancing a one-time additional grant of $1,087,000 as requested by the Convention Centre Board and embodied in the budget tabled at Council by Executive Policy Committee. As information, the budget that was tabled was $3.285 million which consisted of a $2.2 million operating grant based on the 1992 grant of $1.543 million and 1992 loan of $657,000 and a one-time grant of $1.085 million to address the 1992 deficit of $835,000 and the Hotel Fort Garry operation of $250,000. These figures were almost identical to the budget presentation put forward by the Convention Centre Board of Directors on March 10, 1993. Amendments which took place on the floor of Council reduced the amount by $1.8 million and then increased this amount by $500,000, thus the approved budget was $1.985 million.

Your Executive Policy Committee recommends:

1. That a grant in the amount of $1.177 million be approved to the Winnipeg Convention Centre, to be funded by way of an additional appropriation from the 1993 budget.

2. That the Proper Officers of the City do all things necessary to implement the foregoing.

Moved by Mayor Thompson,
Adoption of the clause.

The Speaker called the Deputy Speaker, Councillor Reese, to the Chair in order to participate in the debate, and after speaking, resumed the Chair.

In amendment,

Moved by Councillor Golden,
Seconded by Councillor Angus,

That the clause be amended by deleting Recommendation No. 1 and substituting alternative five - City of Winnipeg Loan.

The amendment was put.

Councillor Golden called for the yeas and nays, which were as follows:-

Yea: Councillors Fraser, Golden, Prystanski and Angus. 4

Nay: Councillors Reese, Boychuk, Duguid, Eadie, Hyman, Lazarenko, Murray, O'Shaughnessy, Silva, Thomas, Clement and Mayor Thompson. 12

and the amendment was declared lost.

The motion for the adoption of the clause was put.

Councillor Duguid called for the yeas and nays, which were as follows:-

Yea: Councillors Reese, Boychuk, Duguid, Eadie, Fraser, Hyman, Lazarenko, Murray, Prystanski, Silva, Thomas, Clement, Mayor Thompson and Councillor Angus. 14

Nay: Councillors Golden and O'Shaughnessy. 2

and the motion for the adoption of the clause was declared carried.

Sunday Shopping File GL-5.3 (Vol. 1)

801 - 10. Your Executive Policy Committee has been advised that immediately prior to the current trial period of Sunday shopping, Provincial legislation prohibited Sunday shopping unless the business had been closed on the immediately preceding Saturday. A number of exceptions to this general rule were provided for in the legislation as outlined in Exhibit "A". The key exception allowed a retail business to be open on Sunday if the number of employees did not exceed four.

During the Provincial Government's trial period, businesses with more than four employees could be open on Sunday if they were only open between noon and 6:00 p.m. and it was not Christmas Day or New Year's Day.

Assuming it is passed as presently worded, the proposed Provincial legislation would allow The City of Winnipeg to pass a by-law authorizing Sunday shopping after September 30, 1993 at businesses employing more than four persons from noon to 6:00 p.m. on Sunday and provided it is not New Year's Day, Good Friday, Easter Sunday, Canada Day, Labour Day or Christmas Day. Council would also have the right to specify the period or periods of the year during which Sunday shopping would be permitted.

Council has the following options:

1. Pass a by-law. If this option is selected, then Sunday shopping would, in essence, continue as it has during the trial period subject to the restrictions already noted - i.e., open from noon to 6:00 p.m. and not on the holidays listed - i.e., New Year's Day, Good Friday, Easter Sunday, Canada Day, Labour Day or Christmas Day. Under this option, Council can, if it so chooses, also determine the specified period or periods during which Sunday shopping could occur. The draft by-law, for example, provides that the proposed Sunday shopping will end on December 30, 1993.

2. Not pass a by-law. If this is done, then Sunday shopping will be as it was before the Province's trial period - i.e., the businesses listed in the exemptions in Exhibit "A" could open on Sunday including those with four or less employees, but those with more than four employees could not.

After deliberation your Executive Policy Committee referred the above options to Council for attention.

Moved by Mayor Thompson,
That the clause be considered.

Carried.

Moved by Mayor Thompson,
Seconded by Councillor Fraser,
802 - WHEREAS the current trial period of Sunday shopping allowed under Provincial legislation expires as of September 30, 1993;

AND WHEREAS Bill 23 upon receiving Royal Assent will please the onus of whether or not to allow Sunday shopping in the City of Winnipeg on the City Council;

AND WHEREAS many members of City Council have expressed the view that prior to making any decision on this matter, they may wish to engage in a process of public consultation;

AND WHEREAS in order to provide consistency to Winnipeg businesses while City Council determines its final position, it is appropriate to continue the current status for a further three months;

THEREFORE BE IT RESOLVED that City Council approve the continuance of Sunday shopping in the City of Winnipeg until December 31, 1993, under the same terms as presently provided for in the said Bill 23;

AND BE IT FURTHER RESOLVED that the Executive Policy Committee establish a process and a timetable for effective public consultations to take place within the next 90 days and to report back to City Council with a recommendation thereon no later than December 15, 1993;

AND BE IT FURTHER RESOLVED that the Proper Officers of the City do all things necessary to implement the foregoing.

Councillor Golden called notice on the above motion.

The Speaker ruled that the Mayor had introduced the clause for consideration, and subsequently, the matter was before Council and that deliberation of the motion was in order.

Councillor Golden challenged the ruling of the Chair.

The question, "Shall the ruling of the Chair be sustained?" was put.

Councillor Duguid called for the yeas and nays, which were as follows:-

Yea: Councillors Boychuk, Duguid, Eadie, Fraser, Hyman, Lazarenko, Murray, O'Shaughnessy, Prystanski, Silva, Thomas, Clement, Mayor Thompson and Councillor Angus. 14

Nay: Councillor Golden. 1

and the ruling of the Chair was sustained.

The Speaker called the Deputy Speaker, Councillor Reese, to the Chair and left the Chamber.

The Speaker returned to the Chamber and resumed the Chair.

The motion was put.

Councillor Boychuk called for the yeas and nays, which were as follows:-

Yea: Councillors Duguid, Eadie, Fraser, Golden, Lazarenko, Murray, O'Shaughnessy, Prystanski, Silva, Clement, Mayor Thompson and Councillor Angus. 12

Nay: Councillors Reese, Boychuk and Thomas. 3

and the motion was declared carried.

(Note: Exhibit "A" referred to in the above clause is on file in the office of the City Clerk)

1993 Collective Bargaining Between The City of Winnipeg and the Winnipeg Police Senior Officers' Association
File GU-4.3.9 (Vol. 7)

803 - 11. Your Executive Policy Committee has been advised that on May 26, 1993, Council approved a Memorandum of Agreement between the City and the Winnipeg Police Association and instructed the appropriate officials to execute a revised Collective Agreement for the term December 27, 1992 to December 23, 1995. This settlement provided wage and benefit concessions that achieved Council's overall objective of maintaining municipal services to the public while, at the same time, alleviating some of the financial pressures on the taxpayers.

Because of the functional, contractual and benefit similarities that exist between the Winnipeg Police Association and the Winnipeg Police Senior Officers' Association, settlements achieved by the Winnipeg Police Association have traditionally been extended to the Senior Officers in order to maintain long-standing relativities between the groups. The main concessions provided to the City recently by the Winnipeg Police Association could not be matched by the Senior Officers group in this proposed settlement. Many areas of concession or operational provisions of the Winnipeg Police Association agreement are not present within their Senior Officers' collective agreement, and several management concerns related to this group have been addressed in a positive manner.

The terms outlined within the memorandum of agreement (Exhibit "A"), would, if approved by the respective principals, form the terms of settlement for a revised and extended Collective Agreement.

The Winnipeg Police Senior Officers' Association will be holding a special general membership meeting on July 21, 1993 at 12:00, and must have a signed Memorandum of Agreement to put before the membership at that meeting.

Your Executive Policy Committee recommends:

1) That the attached terms of settlement be approved;

2) That the Proper Officers of the City of Winnipeg be authorized to execute a Memorandum of Agreement in accordance with those terms;

3) That the Memorandum of Agreement be approved;

4) That the Proper Officers of the City be authorized to execute a revised Collective Agreement for the term December 27, 1992 to December 23, 1995, following ratification by the Winnipeg Police Senior Officers' Association membership.

Adopted by consent.

(Note: See Minute No. 806 for attachment)

Taxation Relief for Outlying Areas
Files FL-2 (Vol. 11) & AA-3 (Vol. 5)

804 - 12. On January 20, 1993 the Executive Policy Committee considered the following matters:

1. Communication from Her Worship Mayor Thompson, dated January 8, 1993, enclosing copy of letter from the Minister of Urban Affairs, dated December 23, 1992.

2. Communication from Her Worship Mayor Thompson, dated January 19, 1993, enclosing a synopsis prepared by the Chief Commissioner, in connection with the above issue. (Copies on file in the office of the City Clerk.)

Following deliberation, it was the decision of the Committee that the matter be referred to the Board of Commissioners for report and development of a strategy in order to avoid a wide-scale secession.

At its meeting held on March 17, 1993 the Riel Community Committee referred Councillor Golden's proposal for providing taxation relief for underserviced lots to the Assessment Department for a report to include therein possible alternate methods of providing taxation relief. This joint report addresses both of these requests.

For a number of years, residential property owners in the outlying areas of the City have expressed concerns that they are carrying the full City taxload, but are not receiving the same degree of services that other property owners do. At the Riel Community Committee meeting of March 17, 1993, Councillor Golden suggested that property owners who reside in underserviced areas of the City, not receiving a full range of services, should be provided with some form of taxation relief on their real property taxes, such as a specified credit given by the City on a frontage-foot basis.

A report entitled "Strategic Plan to Keep the Residential Area of St. Germaine as a Suburb of the City of Winnipeg" was prepared in 1992 for discussion purposes. (Copy on file in the office of the City Clerk)

Property taxes in Winnipeg are driven by what is described as an ad valorem, i.e. according to value, system of taxation. With the exception of the system of property classes and portions of value implemented by the Province to moderate the impact of reassessment in 1990, all properties pay taxes in direct proportion to their market value in a reference year.

The Municipal Assessment Act directs the City Assessor to measure property values triennially, and the assessment rolls produced must reflect the reference year market circumstance - taxes are then allocated accordingly. The market place recognizes all elements influencing value including the degree of servicing afforded to a property.

If there is market evidence that the consumer pays relatively less for properties in an "outlying" area than in a "full-service" area, this information is duly taken into account in the determination of the property's assessed value. The taxes in the outlying area would then similarly reflect this fact. Confusion arises on this subject only when the misconception exists that taxes are somehow directly related to services provided. This circumstance only exists under a "user fee" concept and not when an ad valorem taxation system is in place.

Subsequent to the Community Committee meeting, Councillor Golden confirmed that in discussions before the Committee he had informed those in attendance of the nature of the ad valorem system. The issue raised at that time for consideration then becomes one of whether some version of a user-fee program, complementary to the ad valorem system, could be developed to provide tax relief to the outlying areas.

The Government Finance Officers Bulletin of January, 1992 on evaluating alternative revenue sources stated the following:

"Evaluating User Charges

When public sector goods or services are similar to those offered by the private sector, the possibility exists that local governments will be able to charge individuals for the use of those goods and services. The ability of local governments to impose user charges for the goods or services that they provide depends on the technical and economic feasibility of the user charge in question. A proposed user charge is technically feasible when the benefits of a good or service accrue to particular individuals and when it is possible to exclude nonpayers from receiving the

benefits of that public good or service. User charges are economically feasible when it can be determined that the costs of administering the proposed charges are less than the benefits expected from the substitution of user charges for taxes."

The City has been implementing both the concept of user fees and pay-as-you go financing in order to relieve pressure on the property tax. Recent examples of this are the frontage levy, implemented in 1992 for watermain renewals and the surcharge on the water bills for future aqueduct expenses. As a revenue strategy the City is constantly reviewing the services it provides to determine whether it is feasible to implement full or partial cost recovery on many of its programs.

A review of other cities was conducted by the Planning Department to determine if a similar issue has been identified in other jurisdictions, and if so, what resolution may have been found.

Four options were identified as possibilities for tax relief. Based on Section 138 of The City of Winnipeg Act a grant can be provided. This vehicle has been utilized in the past for tax relief for heritage buildings and for the water rebate program in Headingley. The Law Department has advised that tax relief should have specific legislation especially when given on a large scale program. Any grant for tax relief for heritage buildings is dealt with by Council on a case by case basis and the grant for Headingley was done for an interim period, individually, on an application basis. Alternatively, Section 242 allows City Council to cancel taxes by by-law. This section has not been utilized in the past, and would be a dangerous precedent for this purpose. A third option is Section 164(5) of The City of Winnipeg Act which states as follows:

"Tax Rate on agricultural land

The council may by by-law provide that by reason of the use for agricultural purposes to which lands described in it are put and the services and facilities that are or are not available to the owner or occupant thereof, the city's tax levy made in respect of such lands shall be calculated by levying a rate reduced by the amount specified in the by-law against the assessed value of those lands; and it is not necessary for the council to specify the services or facilities that are or are not available to the owners or occupants of those lands in the by-law."

This Section is only applicable to land used for agricultural purposes. Farm land already experiences benefits from a preferred portion value, an exemption from the education support levy and an option, by application, to be assessed at farm use value.

In addition, a fourth option, proposed by the Provincial Government, is the use of differential mill rates.

On July 31, 1991 in a report adopted by City Council the matter of differential mill rates was dealt with. The report stated as follows:

"Differential mill rates by their nature create inequity in taxation. Property taxation should be based on market value and the rate of taxation should be consistently applied with the level of taxation being dependent on the value of the property. If Council supports the view that large lot owners require subsidizing related to the services they receive, this should be recognized by a credit applied to the tax or to a grant which would be administered annually to offset the perceived inequity of the tax. The credit or grant would be properly accounted as an expense and would not distort the revenue requirements and eliminate the annual determination of the share of revenue required between large lot owners and other properties. In addition, the credit on the grant would also be more visible and understandable than a differential mill rate.

Differential mill rates have the same net effect as providing an exemption of a portion of the taxable assessment. The Manitoba Assessment Review Committee (1982) in dealing with tax concessions stated that:

"The Committee believes that such recognition should not be expressed through a by-law which exempts such organizations from municipal taxes. The Council of the Municipality should be made accountable to the taxpayers for any tax concessions it makes. Such concessions can affect the Total Municipal Assessment and could, if significant in size, affect the sharing of intermunicipal costs... Such assistance should, however, be provided through a grant equivalent to full municipal taxes. A grant is a more open way of expressing recognition of an organization's contribution to a community. A grant is subject to scrutiny on a regular basis by both the Council and the public. The taxpayers in the municipality see where their tax

> dollars are going and to whom. They are free to oppose or question the Council's decision to make such a grant."

The major difficulty in the suggestion of taxation relief for property owners who do not receive a full range of services, is how to measure what the level of services a property owner is or is not receiving. As stated earlier, the lack of major services is normally reflected in the market value of a property. To provide a credit would be giving the property owner an additional benefit.

If a tax relief program is favourably considered, specific legislation should be requested by the Province outlining the criteria that would make property owners eligible.

The legislation should state, as in Section 164(5) of The City of Winnipeg Act, that, "It is not necessary for council to specify the services or facilities that are or are not available to the owner or occupants of those lands in the by-law.".

The eligibility criteria that could be considered is as follows:

> The property owner must have an owner-occupied or tenant dwelling unit and be designated in Plan Winnipeg as "Hamlet Areas" or large lot residential development areas.

If this criteria was adopted, based on 1993 assessment data, 1,242 properties with 1,269 dwelling units would be eligible. If a credit of $365 per year was used, the annual cost to the City is estimated at $463,000.

Your Executive Policy Committee recommends that the ad valorem tax system continue to be the system for property taxes within the boundaries of the City of Winnipeg.

Moved by Mayor Thompson,

Adoption of the clause.

The Speaker called the Deputy Speaker, Councillor Reese, to the Chair in order to participate in the debate, and after speaking, resumed the Chair.

The motion for the adoption of the clause was put and declared carried.

Councillor Angus asked to be recorded as having voted against the clause, in accordance with Rule 50.7 of the Procedure By-law.

805 - Exhibit "A" referred to in Clause 6 of the Report of the Executive Policy Committee dated July 14, 1993.

ASSESSMENT DEPARTMENT RE-ORGANIZATION

RECOMMENDATION:

1) That a new organization structure for the Assessment Department, as outlined in Appendix A be approved.

2) That approval be granted to bring new specialist positions into the Assessment Department in order to add the expertise necessary to provide a market value assessment system. For reasons of economic restraint these positions will be accommodated through attrition and the accompanying conversion of existing assessor and/or clerical vacancies.

3) That 64 (36 assessors, 28 clerks) of the temporary staff, approved and added to the Department in 1977 and 1986-88, be placed in the Department's permanent establishment.

REASON:

On July 7, 1987, the Commissioner of Finance submitted to Personnel for study and report, an Assessment Department request for an organizational review of that Department. Workload demands, changing legislation and retirements of senior department management staff have delayed the completion of this study.

With the 1990 reassessment completed, new legislation in place, and a City Assessor appointed, the Department now has had an opportunity to turn its attention to long-range planning. A Business Mission and Goals statement has been produced, (Appendix B) and a new organizational structure and staff complement, in keeping with this statement, are brought forward herein for approval.

HISTORY:

The official "established" structure and staff complement of the Assessment Department reflects the Department's pre-1987 mode of operation. Emphasis was on maintenance work such as permits, new subdivisions, etc. Reassessments were not occurring and no on-going programs of re-inspection were in place.

The Department's valuation processes prior to 1987 were premised on the legal thinking of the day, i.e. that application of consistent methodology in the form of the cost approach to value, would produce assessed values that reflected the "fair and just relationship" mandated by the legislation.

In 1985, the Mossburger case successfully challenged the City on its failure to meet the requirement to reassess all properties once every three years. The City was ordered to conduct such a reassessment for 1987.

In 1987, the Court of Appeal in the Shapiro case ruled that the City had erred in its reassessment by establishing assessed values at the 1975 market level. Future reassessments were directed to be at "current" market levels.

As a result of the court actions and mandated reassessment deadlines, the Assessment Department's structure and staffing allotment underwent significant change in the 1986/88 time period. The interim structural changes included the establishment of separate Clerical, Land and Appeals Branches. The requirements to conduct triennial reassessments and to do so at current market levels brought a need to update and maintain the property characteristics on the approximately 200,000 realty roll entries. To accomplish this, approval was sought and received to augment the established permanent staff allotment of 117 by the addition of 45 assessors and 31 clerks on a temporary basis. Four long term temporary clerks had been approved by Council back in 1977.

The organization structural changes that developed in 1986 and subsequent years reflect the assessment organization as it exists today. From a staffing perspective, the "temporary" additions deemed necessary in 1977 and 1986-91, subject to the reductions of four assessors and four clerks in the 1992 budget, and five assessors and three clerks in the 1993 budget, continue to be a necessary part of the Department's staff complement.

Exhibit "A" referred to in Clause 6 of the Report of the Executive Policy Committee dated July 14, 1993. (continued)

FINANCIAL IMPACT

The Assessment Department Reorganization and staffing proposals are premised on trying to operate within Budget requirements. The additional expertise and reclassifications requested are to be funded through the redefinition of vacant positions as they become available. No additional costs are foreseen arising from reorganization. If and when such a possibility exists, it will be accommodated through a corresponding downward adjustment in the total staff complement. As the re-organization evolves over the next several years, the present staffing allocation will continue to act as the baseline for Department human resourcing numbers.

DISCUSSION:

The proposals put forward in this report will allow the Department to meet its legislated mandate to provide ongoing market value assessments, to take advantage of the technological opportunities that will accompany both assessment computerization and the City's investment in the Land Based Information System (LBIS), and to do so within an environment of budget restraint.

A reduction in the number of Branches will streamline the Department's operations and facilitate a team approach to the determination of a property's total value.

The reduction in the number of managers flattens the reporting hierarchy and focuses the organization's attention on its two main activities - property valuation and internal support services.

The introduction of specialist expertise is absolutely essential if the Department is to meet its mandate. Recognizing the economic times, it is proposed to bring on this expertise by converting presently vacant assessor and/or clerical positions into the required new categories. In this manner there will be no overall increase in the Department's staff complement.

RECOMMENDATION NO. 1 - DISCUSSION

The proposed organization down-sizes the numbers of branches in the Department from the seven that existed as of January, 1991 to the four that are proposed.

A City Assessor/Administration Branch will provide the overall policy direction to the Department. The valuation activities have been centralized into two primary branches, Residential and Commercial. These branches will be responsible for the calculation of the "total" value of all real property. The fourth branch, Assessment Services, will provide the technical support to the valuation branches in the areas of research, statistical analysis, specialist expertise and in the primarily clerical function of the preparation and delivery of the assessment rolls.

The reduction in the number of branches is brought forward as a means of clarifying responsibility for the valuation process and to consolidate the specialist skills into a service branch that will ensure flexibility in resourcing Department-wide needs. The terms of reference for each of the four branches is outlined below: (An overall organization chart is attached as Appendix A.)

Administration Branch

Exhibit "A" referred to in Clause 6 of the Report of the Executive Policy committee dated July 14, 1993. (continued)

This branch will house the City Assessor, Departmental Administrative Officer, an Assessor II-III and clerical support. The function of the branch will be to provide executive support and overall policy direction to the Department. Through the office of the City Assessor will come linkages with the Commissioner of Finance and Administration, the Law Department and other City agencies. Liaison with Finance Committee and City Council will also occur through this office.

The assessor in the Administration Branch will work as a resource person to the City Assessor providing coordination to the staff education/development programs, coordinating the appeal process and preparing and delivering an enhanced public relations program. In addition, this function will include maintenance of the Departmental policy and procedural manuals.

The Administrative Officer will be responsible for all administrative support, including budgets, personnel records, financial management systems, office equipment and supplies, provision of word processing services to the Department and for the establishment and maintenance of a Departmental reference library. The proposed Clerk C position will provide secretarial support to the City Assessor and administrative back-up to the Administrative Officer. Three Clerk A positions will provide clerical, general secretarial/word processing services to the Department and Branch, as well as receptionist duties at the front counter.

Assessment Services Branch

(Diagram on file in the office of the City Clerk)

The function of the Assessment Services Branch is to provide Department-wide technological support and specialist expertise for the assessment process, as well as the clerical support for the preparation and delivery of the assessment rolls. The branch will be comprised of four sections, namely: Information Services, Land Systems, Appraisal Services, and Data Control.

Information Services Section

The Information Services Section replaces the former Clerical Branch, with its key responsibility being data entry of all information related to the production and maintenance of assessment rolls.

Under the overall direction of a Supervisor, two Principal Clerks and a Senior Clerk will lead the identified subsections. The Processing subsection works more closely with the valuation branches and processes those items which impact on the valuation process, e.g. permits, appeal board decisions. The General Clerical subsection is responsible for updating the "legal" information on properties, most of which is received from the Land Titles Office. The third subsection, Enumeration, fulfils the responsibility of the City Assessor to act as the City Enumerator. A permanent staff of two in this sub-section expands in election years to approximately 1,900 enumerators hired for a five week period.

Exhibit "A" referred to in Clause 6 of the Report of the Executive Policy Committee dated July 14, 1993. (continued)

Land Systems Section

The Land Systems Section replaces the former Land Branch. Responsibility for the initial preparation of land assessments will reside with this section as will the Department's technical mapping expertise.

The cost approach to value requires the preparation of land and building assessments separately. The combined assessments in turn reflect the total value of improved property. The Department is projecting a greatly enhanced use of both the income and sales comparative approaches to value. Both of these approaches produce a total value for the improved property and do not distinguish between the land and building sub-components. The new organizational structure, in order to maximize the benefits of the three approaches to value, assigns a more specialist role to the land valuation expertise within the Department.

The section will consist of a Land Supervisor, a Geographic Information Specialist, a senior land specialist (Assessor IV), Assessors I-III and clerical support. In the future, through attrition, a vacant staff year will be converted into a mapping technician position. The GIS position, augmented by the mapping technician, will provide sorely needed professional mapping expertise within the Department as well as the technological skills required to make optimal use of the LBIS work station that arrived in the latter part of 1991.

Appraisal Research Section

The Appraisal Research Section is one of the key new ingredients in the Department's structure. Through the provision of special skills "experts," this Section will work in a team concept with Valuation Branch staff in areas of general market analysis, model building and various special studies. More specifically, its purpose is to support the Valuation Branches by providing the following:

Sales Verification
- by augmenting the existing sales research activities of the valuation branches by conducting an ongoing comprehensive mail-out program of verification and developing a computerized sales database with analytical report capabilities.

Cost/User Manuals
- update and maintain cost manuals through consultation with the valuation branches and the office of the Provincial Municipal Assessor.
- administer electronically generated depreciation tables for use by the valuation branches.

Income Data Analysis
- conducting research reports for Commercial Branch on issues of base values, capitalization rates, expense ratios, vacancy rates, etc.
- preparing, mailing and monitoring the income/expense statement data gathering program.
- preparing, mailing and monitoring the annual rental return program for use in the preparation of both business and realty assessment values.

Market Analysis
- preparing research material related to market value trends and influences.
- determining initial market modifiers through joint study teams with valuation staff.

Site Specific Valuations
- As requested by valuation branches, specific site valuations by an accredited appraiser would be performed. For problematic valuations, research and policy determination studies would be conducted (i.e. contaminated sites, air and subsurface rights, etc.)

The Appraisal Research Section will also provide quality control services for the City Assessor and Branch Managers. Tools to be applied in this process will include those developed and administered by the Statistical Analyst. If there is evidence of poor quality performance it is the responsibility of the Appraisal Section to inform the Valuation Managers and City Assessor of same. It is the responsibility of the Appraisal Section to provide direction to resolve the quality problem. This process will be mediated by the City Assessor but will establish a workable process of valuation "checks and balances."

Exhibit "A" referred to in Clause 6 of the Report of the Executive Policy Committee dated July 14, 1993. (continued)

The Appraisal Research Section will also conduct the research necessary to respond to requests from non-departmental sources for assessment roll information. This would include, but not be limited to:

- Provincial Municipal Assessor's office for Total School Assessment/Total Municipal Assessments of the City of Winnipeg.
- Joint research and development work, including portioning studies, classification concerns, reassessment impact reporting, etc.
- Provision of yearly assessment totals to Finance and Tax Department of the City of Winnipeg and to all School Divisions for Budget and mill rate determination purposes.
- Determination of estimated market value of the City of Winnipeg (on an annual basis) for the Budget Bureau.
- General inquiries from the public, Crown Corporations and organizations for information and special requests.
- Completion of national surveys as related to assessment procedures and property assessments as required.

Data Control Section

This section will be responsible for computer (automation) development, database management and equipment maintenance for all in-house computer hardware and software.

With automation of the assessment process comes the need for full time on site system staff. Under a Data Control Supervisor, the systems staff will include a Local Area Network (LAN) Administrator and two Technical Support Analysts, as well as an Assessment Data Administrator. Although requiring a systems background, the staff are expected to become "assessment" system specialists. As such, they will be complementary to the generic computer expertise that the Department will continue to receive from the Computer Services Department.

Maximization of the benefits that computerization will bring to the Assessment Department requires overlap between the systems and assessment professions. Providing a converse to the above noted "systems" assessment experts, will be an assessor in the subsection that will be conversant with the full assessment systems package. The combination of the assessment and systems staff in the subsection are expected to provide the Department with the necessary range of computer development and application skills.

Residential Valuation Branch

The Residential Valuation Branch will be responsible for all aspects of the valuation of residential properties, i.e. single family homes, duplexes, etc., as well as the valuation of farm property within the City's boundaries.

Valuation activity generally breaks down into three sub-components. Valuation for reassessment purposes occurs triennially and is city-wide in nature. Maintenance valuation is site specific in nature and results from on-going inspections emanating from building permits, subdivisions and changes in use. The third component is the appeal process and the branch will be responsible for the preparation and presentation of all subject matter relating to residential appeals.

The Residential Branch will be subdivided into three areas. Each area will have a supervisor and will be designed around fixed geographic boundaries. With the emphasis on market value, it is the Department's belief that the familiarity an assessor gains working within a specified part of the City over a number of years will yield a more knowledgable valuation based on local market conditions. An Assessor IV will provide full time residential "specialist" expertise to the Branch as a whole.

Exhibit "A" referred to in Clause 6 of the Report of the Executive Policy Committee dated July 14, 1993. (continued)

Each of the three geographic divisions will be staffed by a mixture of Assessors I through III. The staff will be responsible for the inspection, valuation and appeal processes for all properties within their territory. Clerical support will be provided through Clerk A's in each of the geographic subsections. Administrative assistance to the entire Branch is provided by a Clerk B reporting to the Manager.

Commercial Valuation Branch

(Diagram on File in the Office of the City Clerk)

The role of the Commercial Valuation Branch will be parallel to that of the Residential Branch. It will be responsible for the total valuation of all non-residential properties. This will include the reassessment, maintenance and appeal functions. The substructure of the Commercial Branch differs however from that of its residential counterpart. Commercial property types are often more unique in nature than single family homes and their behaviour in the market place follows more of a city-wide rather than neighbourhood pattern. A geographic based substructure for valuation is hence not as applicable to these property types.

Commercial, or more generally non-residential property types, often require very sophisticated valuation expertise. Regional shopping centres, office towers, and hi-rise apartment blocks all require the Department to develop "specialists" with advanced levels of expertise. The substructure of the Commercial Valuation Branch, for these reasons, consists of five subsections. These include Multiple Family properties, Income properties, Industrial properties, Institutional properties and the Business Assessment section. Each of the Sections is led by a Supervisor. The four Sections dealing with real property are further comprised as necessary, of Assessor IV Specialists, Assessor I through III staff, and the necessary clerical support. Again, as with the Residential Branch, clerical support to the entire Branch of an administrative nature is provided through a Clerk B reporting to the Branch Manager. The Business Assessment Section is led by a supervisor with supporting staff at the Assessor I through IV level with Clerk A's & B's providing clerical services. The Business Assessment Section has a proposed total staff complement of 12. This can be augmented with seconded staff from other sections on an as-needed basis to provide the occasional support required in reassessment years. By keeping the total permanent staff complement small, it allows for the absorption of this staff through attrition into other sections should the policy decision be made to phase out business assessment and tax altogether.

RECOMMENDATION NO. 2 - DISCUSSION

Historically, the Assessment Department used a "formula" approach, based on prescribed manuals, to value property. In a market system, set formulas are no longer all that is required to do the job. Computerization, market research, analysis of income/expense statements, special property appraisals and enhanced needs for public communication/education programs all combine to demand that new skills be brought into the Assessment Department.

The following table outlines the new position needs identified to date as well as the "source" for establishing these positions. As previously noted, conversion of existing positions is proposed rather than "additional" positions being created. Discussion follows the table and comments on the rationale behind each of the new or re-defined positions.

Exhibit "A" referred to in Clause 6 of the Report of the Executive Policy Committee dated July 14, 1993. (continued)

REDEFINED POSITIONS IN ASSESSMENT DEPARTMENT RE-ORGANIZATION PLAN

NO.	PROPOSED POSITION	SOURCE POSITION	ESTIMATED SALARY OF PROPOSED POSITION	BUDGETED SALARY OF SOURCE POSITION
	New Positions **Administration Branch**			
1	Secretary (Clerk C)	Clerk B (Admin.)	32,000	29,926
	Assessment Services Branch			
1	Appraisal Research Supervisor	Deputy City Assessor	56,000	62,322
2	Principal Clerk Processing/General Clerical	Senior Clerk Processing Senior Clerk Clerical	39,000 39,000	36,517 36,517
1	GIS Specialist	Assessor I/III	36,000	45,812
1	Senior Appraiser	Assessor I/III	55,000	45,812
1	Senior Appraiser	Assessor I/III	55,000	28,873
1	Stats Analyst	Assessor I/III	44,000	45,812
1	Data Control Supervisor	Assessor I/III	53,000	28,873
1	LAN Administrator	Assessor I/III	43,000	40,703
1	Technical Support Analyst	Assessor I/III	44,000	40,703
1	Assessment Data Admin.	Assessor I/III	43,000	45,812
1	Senior Clerk - Enumeration	Clerical Coordinator	37,000	39,676
1	Clerk B (Secretarial)	Clerk A	29,926	25,194
	Residential Branch			
1	Clerk B (Secretarial)	Clerk A	30,000	25,194
	Commercial Branch			
1	Multi Family Supervisor	Assessor I/III	56,000	45,812
1	Clerk B (Secretarial)	Clerk A	30,000	25,194
			721,926	653,861
	Additional Source Positions Required to fund above Proposed Positions	Assessor I/III Assessor I/III	- -	40,703 28,873
				$723,437
	Assessment Services Branch			
*1	Mapping Technician	-	36,000	-
*1	Technical Support Analyst	-	44,000	-

* Proposed positions will be filled in future through attrition

Exhibit "A" referred to in Clause 6 of the Report of the Executive Policy Committee dated July 14, 1993. (continued)

In the Administration Branch a redefined position provides a Secretary to the Department Head with additional responsibilities as assistant and back-up to the Administrative Officer.

The majority of the redefined positions occur within the new Assessment Services Branch. The role of this Branch is to provide specialist expertise in areas of market research valuation and computerization to the balance of the Department. The discussion below expands on the need for these individual positions.

As outlined on the Organizational Chart, an Appraisal Research Supervisor is required. This position is a proposed redefinition of an existing Supervisor's position in the Systems and Standards Branch. This individual would provide leadership and supervision to a group of experts who would contribute in the areas of market value research and special property valuation. Included in the group would be Senior Appraisers, Assessors, a Statistical Analyst and a Clerk A for clerical support.

The Principal Clerk positions are proposed reclassifications of Senior Clerk positions in the Processing and General Clerical Sections. A greater level of authority is being delegated downward to these positions with emphasis being placed on supervisory duties, performance evaluations, etc. The proposed reclassifications reflect the increased responsibilities.

A Geographic Information System (GIS) Specialist will allow the Department to take full advantage of the City's emerging Land Based Information System (LBIS). This individual will provide expertise in the areas of model building and spatial analysis for evaluation purposes as well as developing geographical displays of assessment information for public information/presentation/
appeal purposes.

Two Senior Appraiser positions will be created in the Assessment Services Branch. The Department needs to augment its mass appraisal skills with the expertise of specialists in the area of single property appraisal. Certain complex and often unique property types, e.g. regional shopping centres, banks, contaminated sites, do not lend themselves to mass appraisal methodologies. These Senior Appraisers will bring assistance to the Department both in the initial valuation of such properties as well as in their defense before appeal boards if challenged.

Derivation of market value through mass appraisal is an exercise in statistical analysis. The analysis involves examining the sales records and from those records of sold properties extrapolating standards that can be applied to all properties including those which are not active in the market place. The Statistical Analyst position is vital to providing this capability to the Department.

A new Data Control Supervisor is proposed to administer a technical area responsible for computer development, hardware and software maintenance and data management. This area will be staffed by computer systems personnel familiar with the assessment process and by an assessor knowledgeable in assessment systems. They will be a departmental team providing solutions to computer development and application issues.

The Assessment Data Administrator, LAN Administrator and the Technical Support Analyst bring a necessary computer expertise into the Assessment Department. The Department is presently engaged in a capital project to automate the storage and updating of assessment data and to develop valuation programs that can be applied against that data to derive assessments. The Data Administrator will be responsible for maintaining the integrity of the data base. The Local Area Network (LAN) Administrator is required to provide support to the personal computer network that is being installed in the Department. The Technical Support (Programmer Analyst) position will provide maintenance programming support for these activities.

The City Assessor under the City of Winnipeg Act is responsible for the enumeration (Voter's List) process. A temporary Senior Clerk was brought into the Department in 1989 to coordinate this activity. The reorganization plan proposes to bring this position into the permanent establishment.

The Clerk B position will provide administrative support to the Assessment Services Branch.

In the Residential Branch a Clerk B is provided for purposes of administrative support.

The organization chart outlines five sections within the Commercial Valuation Branch. The current establishment provides for four Commercial Supervisors. An additional Supervisor is required. A Clerk B is provided for purposes of Branch Administrative support.

Exhibit "A" referred to in Clause 6 of the Report of the Executive Policy Committee dated July 14, 1993. (continued)

Two additional positions are also noted for future installation in the Assessment Services Branch. A Mapping Technician will provide drafting capability for the first time to the Department and an additional Technical Support Analyst will be required in time. Through staff turnover at the Assessor/Clerical level new vacancies will become available and these will be converted into the noted new positions.

RECOMMENDATION NO. 3 DISCUSSION

The "temporary" assessors and clerks brought into the Department in the late 1980's were necessary to acquire and maintain in an up-to-date fashion the assessment data that is the core to a market based assessment system. At this time and for the immediately foreseeable future, there is a continuing need for these staff in the organization and it is recommended herein that they become part of the permanent establishment. This addition involves 36 assessors and 28 clerks.

The pending computerization of the assessment function and the LBIS development present tremendous opportunities for increased efficiencies, quality control and cost effectiveness to the Assessment Department. A planning strategy study and implementation plan leading to automation of the Assessment Department was received from consultants in November of 1991. Design and development of the actual components of the automated system will commence in 1993. Implementation of the system is expected prior to the 1997 reassessment. Parallel development of the LBIS project will also have a dramatic effect on the Assessment Department.

Both of the above initiatives will have implications to future budget and staffing requirements for the Assessment Department. Direct electronic updating of a data bank with information such as property ownership changes, plans of subdivision, base maps, depreciation rates, and valuation tables, will all impact significantly on the Department's present "manual" way of doing business. Quantification of the consequences of these impacts, however, are speculative at this time. Implications to staffing levels and operating budgets will be brought forward for consideration when the results are known in subsequent years. In the meantime, the following table represents the proposed conversion of staff positions.

ASSESSMENT DEPARTMENT

CONVERSION OF TEMPORARY TO PERMANENT POSITIONS

POSITION DESCRIPTION	NUMBER TO BE MADE PERMANENT	REMARKS
Assessors I & II (Temporary)	36	25 Assessor I's approved by Council in 1986 20 Assessor I's approved by Council in 1987 Minus the (4) Assessor I's cut by Council for 1992 (Vacant Positions) Minus the (5) Assessor I's cut by Council for 1993 (vacant positions)
Clerk A (Temporary May Become Permanent)	4	
Clerk A (Temporary)	24	Approved by Council on a continuing basis since June 1, 1977 23 Clerk positions approved in 1986-88 8 Clerk positions approved in 1989-91 Minus the (4) Clerk A's cut by Council for 1992 (Vacant Positions) Minus the (3) Clerk A's cut by

		Council for 1993 (vacant positions)

806 - Exhibit "A" referred to in Clause 11 of the Report of the Executive Policy Committee dated July 14, 1993.

EXECUTIVE SUMMARY

1993

WAGES:

WAGE FREEZE FOR ALL RANKS/CLASSIFICATIONS.

INTRODUCE 9 STEP SALARY RANGE FOR SUPERINTENDENT AND A 12 STEP SALARY RANGE FOR INSPECTOR, SUPERVISORS OF B.P.R. AND FINANCE AND FOR PUBLIC INFORMATION OFFICER.

BENEFITS:

CURRENT DENTAL FEE GUIDE.

PENSIONS - DEPENDENT DEFINITION & SPOUSAL WAITING PERIOD.

ELIMINATE LONG SERVICE PAY.

INJURY ON DUTY - CHARGE SICK LEAVE, VACATION LEAVE ETC. DURING PERIOD OF ADJUDICATION.

STANDARDIZE TIME OFF IN LIEU OF OVERTIME AT 40 HOURS/YEAR.

1994

WAGES:

UNIFORMED RANKS	P.P. 8	2.30%
CIVILIAN CLASSIFICATIONS	P.P. 10	1.47%

BENEFITS:

PENSIONS - SURVIVOR'S PENSION - ELIMINATE 2% REDUCTION & INCREASE MEMBERS' CONTRIBUTIONS - TO 8.00% (7.555%).

GROUP LIFE - INCREASE BASIC COVERAGE TO 2X (1.75X) & POST-RETIREMENT COST SHARED COVERAGE.

CLOTHING ALLOWANCE - ELIMINATE ANNUAL PAYMENT ($1,109.37 IN 1993) IN FAVOUR OF ISSUE.

1995

WAGES:

UNIFORMED RANKS	P.P. 5	2.20%*
UNIFORMED RANKS & CIVILIAN CLASSIFICATIONS	P.P. 12	1.25%
	P.P. 24	1.25%

BENEFITS:

PENSIONS - PRE-RETIREMENT SURVIVOR'S PENSION BASED ON 25 YEARS CREDITED SERVICE

***2nd STAGE OF 1994 WAGE INCREASE**

Exhibit "A" referred to in Clause 11 of the Report of the Executive Policy Committee dated July 14, 1993. (continued)

MEMORANDUM OF AGREEMENT

The Negotiating Committees for the City of Winnipeg and the Winnipeg Police Senior Officers' Association hereby agree and recommend acceptance of the following amendments to the 1990/1992 collective agreement which expired on December 26, 1992, and this amended agreement will form the new collective agreement for the term December 27, 1992 to December 23, 1995.

ARTICLE II, SECTION 8 - DURATION REVISION AND TERMINATION

Amend the dates specified in sub-section (a), (b) and (c) to provide for a three year Collective Agreement which shall be effective from December 27, 1992 to December 23, 1995.

ARTICLE III, SECTION 5 - LONG SERVICE PAY

Delete this provision in its entirety.

ARTICLE III, SECTION 7 - OVERTIME

Amend the existing Section to read:

"All members of the Association shall receive forty hours relief from duty with pay each year in lieu of overtime. The said forty hours shall be taken in the calendar year in which they are granted and cannot be accumulated."

ARTICLE IV, SECTION 1 - STATUTORY HOLIDAYS

Amend sub-section (a) by deleting the first two paragraphs in their entirety and replacing it with the following:

(a) "The following days shall be observed and compensated in time off as statutory holidays: New Year's Day, Good Friday,Easter Monday, Victoria Day, Canada Day, the August Civic Holiday, Labour Day, Thanksgiving Day, Remembrance Day, Christmas Day, Boxing Day, any date proclaimed by the Government of Canada, or the Province of Manitoba, as a public holiday, or any day designated by Her/His Worship the Mayor by proclamation as a holiday for the City of Winnipeg. Members of the Association who are required and authorized to work on any of the above mentioned statutory holidays shall, in addition to the member's normal pay for working said day, be paid or compensated in time off, subject to the provisions of sub-section (c), an additional one-half times for all hours so worked and additionally, they shall receive a day off with pay in lieu on another day not inconvenient to the Department.

Amend sub-section (c) by deleting the second paragraph in its entirety.
Add a new sub-section (d) and a new sub-section (e) which shall read as follows:

(d) "If any of the above mentioned Statutory Holidays should fall on the member's normal days of weekly leave, the holiday shall be observed on the first following working day or as mutually agreed between the Department and the Association."

(e) "When a statutory holiday occurs in the course of the member's approved annual leave,the member will be credited with having observed that holiday on the day on which it falls and will not be charged with having used a day of annual leave on that day."

ARTICLE IV, SECTION 10 - INJURY ON DUTY

Amend sub-section (a) by deleting the first sentence in its entirety.

Exhibit "A" referred to in Clause 11 of the Report of the Executive Policy Committee dated July 14, 1993. (continued)

Add a new sub-section (d) as follows:

(d) "The City agrees that, notwithstanding any Article to the contrary in this Agreement, and without prejudice to its rights and legal liabilities in cases where a members is off work due to an injury received during the course of their employment, the member may, upon application to the Chief of Police which shall be accompanied by acceptable medical certification when requested, request and shall be provided with an interim payment on pay day at the member's basic salary, provided the amount does not exceed the value of the member's accrued sick leave credits available at the time of the injury. In the event that the member has exhausted their available sick leave credits, they may similarly use accumulated vacation credits, statutory holiday credits, accumulated overtime credits or other such accumulated time credits in order to continue to receive interim payments."

Should the member not have/exhaust any available time credits, the Chief of Police shall grant the member a leave of absence without pay until such time as the member is either deemed fit to return to normal duties or becomes eligible for disability benefits.

Should the Workers' Compensation Board accept the member's claim for benefits, the member shall have all credits, utilized to provide interim payment(s), reinstated."

Reletter the existing sub-section (d) as (e) and eliminate reference to Long Service Pay.

ARTICLE IV, SECTION 13 - CLOTHING

Effective January 1, 1994, amend by deleting the current sub-sections (a) and (b) in their entirety and replacing them with the following:

(a) "All Police Officers who are members of the Association will receive a complete uniform issue, as specified below, as soon as practical upon such Officer becoming eligible for membership in the Association. Thereafter, the Department will provide uniform equipment/clothing as necessitated by additions or changes in standard/style. This uniform issue shall consist of the following:

Tunic - one tunic upon becoming eligible and thereafter as required, but not more than one tunic every five years.

Trousers - four pair of trousers, in either summer or winter weight as specified by the member, upon becoming eligible, but not more than one pair every six months.

Parka - one nylon parka upon becoming eligible and thereafter as required, but not more than one parka every five years. Such parka shall, if requisitioned prior to April 15, be issued for wear on or before November 15.

Reefer Coat - one reefer coat, for spring and fall, upon becoming eligible and thereafter as required, but not more than one reefer coat every five years.

Raincoat - one reversible raincoat upon becoming eligible and thereafter as required, but not more than one raincoat every five years.

Boots/Oxfords - two pair of boots, or two pair of oxfords, or one pair of boots and one pair of oxfords, upon becoming eligible, but not more than one pair of either boots/oxfords every six months.

Overshoes - one pair of zipper-type overshoes upon becoming eligible and thereafter as required.

Rubbers - one pair of toe rubbers upon becoming eligible and thereafter as required.

Exhibit "A" referred to in Clause 11 of the Report of the Executive Policy Committee dated July 14, 1993. (continued)

Lined Mitts/Leather Gloves - one pair of each upon becoming eligible and thereafter as required, but not more than one pair of either in any year.

White Cotton Gloves - one pair upon becoming eligible and thereafter as required.

Shirts - ten "perma-press" shirts, comprised of five short sleeve and five long sleeve, upon becoming eligible, to a maximum of six shirts per year.

Ties - three ties upon becoming eligible, to a maximum of two ties per year.

Caps - one summer peak cap upon becoming eligible and thereafter as required. Suitable waterproof c overing for uniform cap to be provided.

Fur Hat - one fur hat upon becoming eligible and thereafter as required.
Scarf - one scarf upon becoming eligible and thereafter as required.

Winter Dress Coat - one winter dress coat, in a style established by the Chief of Police, upon becoming eligible and thereafter as required, but not more than one winter dress coat every five years.

Mess Kit -one Mess Kit, as specified under Order No. 1 - Formal (Administrative Manual - Dress Code) upon becoming eligible and thereafter as required, but not more than one Mess Kit every five years.

(b) "As Required" refers to any article of clothing specified in sub-section (a) above that, through reasonable wear and tear or damage incurred during the performance of a Police duty, becomes unserviceable or unfit for wear by a member. Such items shall be replaced upon the approval of the member's supervisor."

Amend sub-section (c) by adding the following sentence to the existing provision:

"Effective January 1, 1994 the City will provide all members eligible to receive a Uniform Issue with twelve dry cleaning coupons annually."

ARTICLE IV, SECTION 16 - DENTAL PLAN

Amend to provide that the basis for payment for eligible services provided shall be the current Manitoba Dental Association Fee Schedule.

ARTICLE IV, SECTION 20 - EXTRA DUTY LEAVE

Add a new sub-section which shall read as follows:

"Members of the Association will be entitled to maintain an accumulation of Extra Duty Leave to a maximum of 110 hours. Upon termination of service, the unused portion of a member's Extra Duty Leave shall be paid to that member at the rate at which it was earned. Members whose current accumulation of Extra Duty Leave is in excess of 110 hours shall reduce said balance, by taking time off duty in accordance with standard procedures, to 110 hours by no later than December 23, 1995. "

ARTICLE V, SECTION 3 - PENSIONS and
ARTICLE V, SECTION 4 - GROUP LIFE INSURANCE

The City proposes that the Pension and Group Life Insurance amendments, recently agreed to between the City of Winnipeg and the Winnipeg Police Association in a Memorandum of Agreement dated April 27, 1993, be extended to the Winnipeg Police Senior Officers' Association.

Exhibit "A" referred to in Clause 11 of the Report of the Executive Policy Committee dated July 14, 1993. (continued)

ARTICLE V, SECTION 5 - COMPLEMENT

Add the following new section:

"There shall be established by the City a complement of Senior Police Officers and civilian classification(s) within the bargaining unit, from the rank of Inspector to Superintendent, which shall be the minimum number of each rank and classification(s) that the Department shall have. This complement of Senior Police Officers and civilian classification(s) will be posted twice annually as follows:

On or about December 1, an interim complement shall be posted by Routine Order. The Association shall have the opportunity to consult with, and make representations to, the Chief of Police regarding the make-up of said complement.

By no later than April 30th in any year, a final complement shall be posted by Routine Order. This complement shall be the minimum number of each rank that the Department shall have in that year. When a vacancy or vacancies occur in any rank, thus reducing the complement, this vacancy or vacancies shall be filled in accordance with Letter of Understanding No. 2."

ARTICLE VI, SECTION 1 - DEFINITIONS

Include wording to indicate that all time limits specified in the Grievance Article refer to calendar days and adjust time limits to comply with this intent.

ARTICLE VI, SECTION 3 - DISCUSSIONS WITH THE CHIEF OF POLICE

Insert a new second paragraph which reads as follows:

"The Chief of Police, after receiving a grievance from the Association in writing, will respond to the Association no later than 21 calendar days after receipt of the grievance, to set a time and date for the hearing of the grievance."

LETTERS OF UNDERSTANDING

Letter of Understanding No. 1 - Renew in its entirety.

Letter of Understanding No. 2 - Renew in its entirety.

Letter of Understanding No. 3 - Delete in its entirety.

Letter of Understanding No. 3 - Develop a Letter of Understanding that a joint Committee shall be set up to look into the feasibility of a 20 years Pension Plan. Said Committee shall make a report to the Winnipeg Police Pension Board by 95 01 01.

Letter of Understanding No. 4 - Develop a Letter of Understanding committing the City and the Association, through legal counsel for the parties, to ongoing discussions on legal fees, and their application under the Civil and Criminal sub-sections of the Collective Agreement, during the term of this agreement.

SCHEDULE "A"

The City proposes that the attached Schedule "A" be incorporated into the Collective Agreement for all members of the Association promoted after the ratification date of this agreement, for all member assigned to act in a higher rank/classification after the date of ratification of this agreement and for all members of the Winnipeg Police Department who become eligible for membership in the Association after the ratification date of this agreement.

Exhibit "A" referred to in Clause 11 of the Report of the Executive Policy Committee dated July 14, 1993. (continued)

Members who have not achieved the maximum salary level for their rank/classification, at the ratification date of this agreement, shall be allowed to progress to the maximum salary level under the former salary structure. Upon attaining the maximum salary level for their rank/classification, the member shall be slotted into the revised salary structure at the appropriate salary level.

Members promoted following the ratification date of this agreement, shall be entitled to receive a Minimum salary increase of 5.0% above the salary they received immediately prior to being promoted.

LETTER OF COMMITMENT

During the period of this agreement, the City agrees that it will not pursue a strategy involving unilaterally imposed leaves of absence without pay (Furloughs) with respect to its employees represented by the Winnipeg Police Senior Officers' Association.

GENERAL WAGE ADJUSTMENT

1993

For the payroll year 1993, no general salary adjustment shall be provided to members of the Association.

1994

For the ranks of Superintendent and Inspector:

Effective Pay Period 8, 1994 - a general wage increase of 2.30%

Effective Pay Period 5, 1995 - a general wage increase of 2.20%

For civilian classification:

Effective Pay Period 10, 1994 - a general wage increase of 1.47%

1995

For the ranks of Superintendent and Inspector and for civilian classifications:

Effective Pay Period 12, 1995 - a general wage increase of 1.25%

Effective Pay Period 24, 1995 - a general wage increase of 1.25%

AGREED THIS DATE _____

_____
FOR THE NEGOTIATING COMMITTEE OF THE CITY OF WINNIPEG

_____
FOR THE NEGOTIATING COMMITTEE OF THE WINNIPEG POLICE SENIOR OFFICERS' ASSOCIATION

Exhibit "A" referred to in Clause 11 of the Report of the Executive Policy Committee dated July 14, 1993. (continued)

LETTER OF UNDERSTANDING

The City of Winnipeg and the Winnipeg Police Senior Officers' Association acknowledge and agree that nothing contained in this Letter of Understanding restricts or precludes the City's right to manage and allocate the staff and resources of the Winnipeg Police Department through the budget process and, if necessary, to reduce the number of funded positions in the bargaining unit or to hold positions vacant, in order to achieve budgetary objectives.

Should the elimination of established positions be necessary , the City of Winnipeg affirms its commitment to achieve such reductions in staffing levels through attrition wherever possible or, with the agreement of the Winnipeg Police Association, by means of redeployment to vacant positions within the complement of the Winnipeg Police Association, provided the individual meets the requirements of the position. Such redeployment shall be enacted on the basis of reverse seniority within the Winnipeg Police Senior Officers' Association. A member redeployed to lower rank/classification shall have their rate of pay protected at the rate of pay of their confirmed rank/classification. Salary protection will take the form of present incumbent only status for a period of two years, followed by red circling.

Members redeployed to alternate positions within the Winnipeg Police Department, at a lesser rank/classification, shall be reinstated to their former rank/classification on the basis of seniority within the Senior Officers' Association, when such a future vacancy occurs.

AGREED THIS DATE _____

_____
FOR THE NEGOTIATING COMMITTEE OF THE
CITY OF WINNIPEG

_____
FOR THE NEGOTIATING COMMITTEE OF THE
WINNIPEG POLICE SENIOR OFFICERS' ASSOCIATION

REPORT OF THE

EXECUTIVE POLICY COMMITTEE

DATED JULY 21, 1993

On motion of Mayor Thompson, the rule was suspended and the Report of the Executive Policy Committee, dated July 21, 1993, was considered.

Her Worship The Mayor and Councillors:

1993 Deficit Avoidance Plan
File FE(1993)

807 - 1. Your Executive Policy Committee has adopted the following resolution relative to the development of a 1993 Deficit Avoidance Plan and submits same to Council for ratification, namely:

WHEREAS The Board of Commissioners has produced a report entitled "1994 Tax-Supported Current Budget Outlook - Some Considerations";

AND WHEREAS one of the key considerations projected to impact upon 1994 is the potential for a tax-supported operating deficit in 1993;

AND WHEREAS Executive Policy Committee, in reviewing the 1994 Outlook, has determined that special measures must be taken to avoid an operating deficit and has, in consultation with The Board of Commissioners and other Members of Council, developed a "1993 Deficit Avoidance Plan" for Council consideration;

IT IS THEREFORE RECOMMENDED THAT the following "1993 Deficit Avoidance Plan" be adopted:

1) THAT as an overall approach, Council avoid any further additional appropriations beyond those already proposed as well as any approvals of new service level enhancements, and that The Board of Commissioners incorporate into the 1994 budget process updated information reports related to 1993 deficit avoidance so as to avoid surprises at the 1993 year-end;

2) AND THAT in the event the total budgeted land sales of $5.6 million in 1993 is not achieved, every attempt be made to fund the projected $1 million deficit from the Land Operating Reserve;

3) AND THAT a special committee be established by the Committee on Finance and Administration to review and expedite the grants-in-lieu of taxes shortfall currently projected at $2.5 million, taking into account the status of the appeal process with the Federal Government, and that the Committee recommend to the Executive Policy Committee the potential to reduce this 1993 estimate by $500,000, as well as the appropriate budget amount for the years 1994 and 1995;

4) AND THAT a special committee be established by the Committee on Protection, Parks and Culture to oversee and expedite the tow-away legislation and review the potential for increased parking fine revenue, in the estimated amount of $500,000;

5) AND THAT the planned transfer from Hydro in 1993 be increased by $500,000 as an advance from profits anticipated for transfer in 1994;

6) AND THAT the planned transfer from the Sinking Fund in 1993 be increased by $2 million as an advance from 1993 capital gains anticipated for transfer in 1994;

7) AND THAT the following departments be requested to avoid all discretionary expenditures, unless essential to their function, and make the necessary budget adjustments required to achieve a 1.25% reduction to their total 1993 budget, thereby resulting in savings of approximately $75,000:

Audit
Budget Bureau
Council
Land Development
Law
Mayor's Office
Purchasing;

8) AND THAT the following departments be requested to avoid all discretionary expenditures, unless essential to their function, and make the necessary budget adjustments required to achieve a 2.5% reduction to their total 1993 budget, thereby resulting in a savings of approximately $2.5 million:

Ambulance
Assessment
The Board of Commissioners
City Clerk's
Civic Buildings
Computer Services
Finance
General Government Corporate
Land Surveys and Real Estate
Library
Personnel
Planning
Social Services [net]
Waterworks, Waste and Disposal [tax-supported]

9) AND THAT all Utilities be requested to avoid all discretionary expenditures, unless essential to their function, and make the necessary budget adjustments required to achieve a 2.5% reduction to their non-corporate, controllable accounts in their 1993 budget.

10) AND THAT at the discretion of the Commissioner of Protection, Parks and Culture the fall recruitment of firefighters and the winter recruitment of police officers be delayed up to completion of the 1994 budget deliberations, and the staff establishment be adjusted, on a temporary basis, so as to be consistent with resources available, and that the Fire and Police Departments also be requested to avoid all discretionary expenditures, unless essential to their function, during the balance of 1993 so as to contribute to the City's year-end surplus position;

11) AND THAT the Parks and Recreation Department be requested to avoid all discretionary expenditures, unless essential to its function, during the balance of 1993 and make the necessary budget adjustment required to contribute at least $620,000 to the City's 1993 surplus by:

- altering the method of the maintenance of green space [mowing] either by increasing the duration between cycles which is currently 12 days to 14 days or by deleting the last cycle to affect savings,

- reducing the permanent establishment in the 16 City-operated arenas from three to two employees [discussions are currently taking place with CUPE] thus impacting on the "immediate" availability of arenas but bookings will be handled by other City arenas,

- reducing the hours of operation of indoor pools by 10% - 15%, to be achieved by staggering the hours or days of operation - i.e., 2/3, 3/2,

- reducing the hours of operation of outdoor pools [on a selective basis] by 20% to be achieved by staggering hours or days of operation,

- reducing the hours of operation of wading pools [on a selective basis] by 20% to be achieved by staggering the hours or days of operation,

- reducing the scope of the insect control defoliator program;

- increasing the time span between pruning cycles and revisiting other preventative maintenance programs;

12) AND THAT the Operations Department be requested to avoid all discretionary expenditures, unless essential to its function, during the balance of 1993, and make the necessary budget adjustments required to contribute at least $500,000 to the City's 1993 surplus by:

- deleting selected preventive maintenance works, such as sidewalk, curb and street repairs,
- eliminating the second application of dust palliative on gravel roads,
- reducing the frequency of street cleaning on the regional street system,
- reducing, or possibly eliminating, the river/flood protection monies,
- laying off non-guaranteed employees earlier than planned;

13) AND THAT the Streets and Transportation Department be requested to avoid all discretionary expenditures, unless essential to its function, during the balance of 1993, and make the necessary budget adjustment to achieve a savings of $225,000, including the following service level reductions:

- no 1993 Tourist and Street Guide Map and no provision to redesign the said map for 1994,
- no provision for the 1993 truck-route map;

14) AND THAT The Board of Commissioners be requested to review all Corporate Finance accounts and make the necessary budget adjustments to achieve a savings in 1993 of $750,000.

Moved by Mayor Thompson,

Adoption of the clause.

On motion of Councillor Duguid, the Speaker advised that the recommendations would be voted on separately in sub-groups.

Recommendation Nos. 1 to 4 inclusive were put and declared carried.

Recommendation Nos. 5 to 10 inclusive were put and declared carried.

Recommendation Nos. 11 and 12 were put.

The Speaker called for the yeas and nays, which were as follows:-

Yea: Councillors Reese, Eadie, Fraser, Golden, O'Shaughnessy, Prystanski, Silva, Clement, Mayor Thompson and Councillor Angus. 10

Nay: Councillors Boychuk, Duguid, Hyman, Murray and Councillor Thomas. 5

and the Recommendation Nos. 11 and 12 were declared carried.

EXECUTIVE POLICY COMMITTEE

MOTIONS

Moved by Mayor Thompson,
Seconded by Deputy Mayor Clement,

808 - WHEREAS Council at its meeting of June 23, 1993, gave third reading to By-law 5915/92 enacting Plan Winnipeg Toward 2010;

AND WHEREAS the Planning Department has undertaken compilation of the Plan Winnipeg document reflecting all of its amendments;

BE IT RESOLVED that Council direct that the Plan Winnipeg document include the following notation:

"This document reproducing By-law No. 5915/92 and Plan Winnipeg - Toward 2010 has been printed by authority of the Council of the City of Winnipeg. Under subsection 125 (3) of The City of Winnipeg Act this document is prima facie evidence of the enactment and content of that By-law and Plan."

AND BE IT FURTHER RESOLVED that Council authority be granted for the printing and distribution of the Plan Winnipeg document.

Carried.

EXECUTIVE POLICY COMMITTEE

CONSIDERATION OF BY-LAWS

809 - On motion of Mayor Thompson, By-law No. 6201/93, a By-law of the City of Winnipeg to designate a Business Improvement Zone to be known as the "Osborne South Business Improvement Zone" and establish a Management Board for the Zone was read a first, second and third time, the rule being suspended for the third reading, and was passed and ordered to be signed and sealed. File FL-7.9 (Vol. 1)

On motion of Mayor Thompson, By-law No. 6219/93, a By-law of the City of Winnipeg to amend By-law No. 5799/91, for the establishment of penalty rates for non-payment of taxes was read a first time. File GL-5.1 (Vol. 41)

Mayor Thompson moved that this constitute the first reading of By-law No. 6219/93, which motion was carried.

On motion of Mayor Thompson, By-law No. 6219/93 was read a second time.

Moved by Councillor Prystanski,

That By-law No. 6219/93 be referred to the Committee on Finance and Administration.

Carried.

EXECUTIVE POLICY COMMITTEE

QUESTION PERIOD

810 - Councillor Hyman commended the Mayor on the City's role in the "Year for Racial Harmony Video" and questioned how Councillors would be involved in the "Year for Racial Harmony" scheduled for 1994.

Her Worship Mayor Thompson noted that she believed that all Councillors would like to be involved and that each Councillor would probably decide on the level of their personal involvement.

Councillor Hyman questioned whether there was any further information on a possible Core Area Initiative.

Her Worship Mayor Thompson put forth that further information would probably be available after the Federal Election.

Councillor Hyman questioned whether Executive Policy Committee had recognized in writing the commendable efforts of the City's unionized staff in coming to the recent agreements which allowed the City to realize wage savings.

Her Worship Mayor Thompson noted that the City employees had played a lead role in budget savings through the acceptance of the agreements and agreed that they deserved due recognition.

Councillor Fraser cited the co-operative business activity in Western Canada, specifically noting the Red River Co-op in Winnipeg which would be affected by recent Saskatchewan Government discussions regarding the "Newgrade Upgrader" - Federated Co-op Oil Refinery and questioned whether the Mayor had had any consultation with Winnipeg 2000 on this issue and whether the Mayor's office was following this issue.

Her Worship Mayor Thompson noted that she had not pursued the matter but would indeed do so.

Councillor Fraser questioned whether the Mayor had had any discussions on the matter with the Provincial Government, especially in light of the possibility of the relocation of Saskatchewan Federated Co-op to Winnipeg.

Her Worship Mayor Thompson noted that she would pursue the matter with the Provincial Government.

Councillor Reese questioned what the next step will be in the 1994 Current Estimates process.

Her Worship Mayor Thompson noted that the next seminar would focus on reassessment which would be followed by further seminars to establish priorities for the 1994 budget. She referenced the time-frame that was tabled at the previous Council seminar on the budget.

Councillor Reese questioned whether the budget process would focus on the in-depth review of programs and whether all related financial data would be available to allow such review.

Her Worship Mayor Thompson noted that the budget reform would attempt to incorporate these concerns.

Councillor Golden questioned whether the Mayor was aware that the Provincial Government had supposedly approached Winnipeg businesses to consider relocation to Brandon.

Her Worship Mayor Thompson noted that if Councillor Golden could provide further details she would approach the Provincial Government on the matter.

Her Worship Mayor Thompson commended Councillors who had participated in the Jimmy Carter Work Project '93, Winnipeg Habitat for Humanity.

Moved by Councillor Eadie,

That Council adjourn to reconvene at 9:30 a.m. on Thursday, July 22, 1993.

Carried.