Winnipeg

AGENDA OF THE

EXECUTIVE POLICY COMMITTEE

MEETING NO.	18
LOCATION:	North Committee Room Council Building
DATE:	**Wednesday, April 17, 2002**
TIME:	**9:00 A.M.**
MEMBERS:	His Worship Mayor G. Murray, Chairperson Deputy Mayor Thomas Councillor Angus Councillor Clement Councillor Eadie Councillor Gerbasi Councillor Vandal
ADMINISTRATIVE PERSONNEL:	Ms G. Stephens, Chief Administrative Officer Mr. R. P. Gannon, Chief Financial Officer Mrs. U. Goeres, City Solicitor/Manager of Legal Services, Corporate Services Department Mr. E. Gilroy, Manager of Executive Policy Committee Support
CLERKS:	Mr. R. S. MacCallum, Clerk of the Executive Policy Committee Ms C. Freeman, Clerk

Agenda - Executive Policy Committee - April 17, 2002

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DELEGATIONS

REPORTS

1. CentreVenture Development Corporation - Report to the City of Winnipeg - March 2002

2. Winnipeg Committee for Safety - Resignation of Member - Jennifer Chu

3. Economic Development Initiative

CONSENT AGENDA AND ADJOURNMENT

ADOPTION OF MINUTES

Councillor moves that the minutes of the meeting held on April 10, 2002, be taken as read and confirmed.

PRESENTATION

1. Ursula Stelman, Director of Community Services and Jim Thomson, Director of Public Works to give a presentation on the Public Facilities Strategy. File PR-1 (Vol. 3)

REPORTS

1. From the Manager of Executive Policy Committee Support
Report 2002/03

CentreVenture Development Corporation - Report to the City of Winnipeg - March 2002

File EP-1.2.3 (Vol. 3)

Submitting report recommending that the City of Winnipeg:

I. Invest additional capital funds into Urban Development Bank towards achieving original amount proposed of $10 million.

II. Renew Asset Agreement for additional three years and revise Category D to reflect similar intent to Category B lands.

III. Renew Operational-funding agreement for 3 years to support the mandate as stated in the Start-Up Business Plan of September 1999.

Note: On April 3, 2002, Executive Policy Committee referred the renewal of the Operational-funding agreement and investment of additional capital funds into the Urban Development Bank to the Standing Committee on Fiscal Issues for report back at this time.

Executive Policy Committee further referred the expansion of the boundaries of the CentreVenture Mandated Area, renewal of the Asset Agreement for an additional three years and revision of Category D to reflect similar intent to Category B lands to the Standing Policy Committee on Property and Development for report back at this time.

On April 4, 2002, the Standing Policy Committee on Property and Development considered Recommendation II. and referred the matter to the Administration for review and report back to a special meeting of the Standing Policy Committee at the call of the Chairperson.

From the Committee Clerk, Standing Committee on Fiscal Issues
Extract of Minutes 2002/04/09

Advising that on April 9, 2002, the Standing Committee on Fiscal Issues passed the following motion, namely:

1. That $7 Million be added to the CentreVenture Endowment Fund over the next two fiscal years to be allocated from the General Purpose Reserve.

2. That CentreVenture report to the Standing Committee on Fiscal Issues every six months with respect to their financial statements and investment return on the fund,

Agenda - Executive Policy Committee - April 17, 2002

From the Director of Planning, Property and Development
Report 2002/04/10

Recommending:

1. That Council:

    a) Approve in principle the expansion of the CentreVenture Development Corporation's mandated area in accordance with the attached plan; and,
    b) Authorize the Director of Planning, Property, and Development to review and delineate the specifics of the new CentreVenture mandated area as may be required to satisfy land ownership issues; and,
    c) Authorize the CAO to approve the final terms and conditions concerning amendments to the Contribution Agreement dated November 17, 1999, as required to reflect the intent of Council.

2. That the administration proceed with any necessary amendments to Plan Winnipeg and CentrePlan.

3. That the administration prepare zoning regulations for the expanded mandate area as a part of the downtown zoning by-law revision process.

4. That the Proper Officers of the City do all things necessary to effect the intent of the foregoing.

CentreVenture Development Corporation

CENTREVENTURE
DEVELOPMENT CORPORATION

Report to City of Winnipeg

Winnipeg

March 2002



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CV Mandated Area

Background

CentreVenture Development Corporation was officially created June 1999 and received $250,000 from the City of Winnipeg as start-up funding. The start-up funding was used to hire a CEO, develop a business plan, set up the physical office and hire office staff. The money was sufficient to cover operating expenses to December 1999, with a carry over balance of $26,605.

The result of these activities is that on September 29, 1999, the City of Winnipeg unanimously approved the CentreVenture Start-Up Business Plan. The Business Plan envisioned annual expenses of $980,000 in 2000, $1,015,000 in 2001 and $1,070,000 in 2002 to deliver the mandate and objectives as stated. The Business Plan also envisioned $10,000,000 of public sector investment and approximately $2,000,000 of private investment into the Urban Development Bank over that same period. CentreVenture received a commitment from the City of Winnipeg for three years of operational funding at $250,000 per year for 2000 to 2002, capital funding of $3,000,000 to the Urban Development Bank and an Asset Agreement with options on city-owned surplus properties in the downtown.

The CentreVenture Start-Up Business Plan approved by the Board and City Council, made undertakings to secure additional operating and capital funding from the provincial government. When it became evident securing provincial funding would take longer than originally anticipated, the operational budget was revised and the Board agreed it would need to rely on proceeds from asset sales and interest from the capital fund to subsidize operations. It was originally envisioned that proceeds from investments and asset sales would be used to build the Urban Bank and support a larger number of projects. Subsequently, CentreVenture received $250,000 from the Province of Manitoba with the understanding it would be allocated to the Urban Development Bank to promote capital development.

For the first phase of redevelopment, it was determined by the Board of Directors that support from the private sector should come in the form of time and direct investment in projects. Thereafter efforts would be made to secure private investment through bonds and alternate investment funds.

Operationally, the revised budget resulted in the focus of CentreVenture in and around three activities – Advocacy, Facilitation and Business Development through the Urban Development Bank. Proposed functions with respect to Design Review and Marketing and Information as set out in the Start-Up Business Plan were placed on the backburner. The organization focused on the need to spark economic activity in the downtown in an urgent and visible manner. To this end, several dozen projects are underway with more than one third receiving support through the CentreVenture Urban Development Bank and another third through advocacy and facilitation efforts. Significant credit should also be directed to the collective efforts of leaders within the public and private sectors who are committed to downtown revitalization.

To date, the momentum achieved towards the goal of revitalizing downtown is visible and has created excitement and a renewed attention to the city's centre. The collective leadership of the public and private sector cannot be overstated at this critical point in time and in particular the leadership of City Council through the adoption of the Framework Development Plan and the creation of a downtown development agency.

With 2002 being the third and final year City Council has committed funding and other resources to this organization, it is important to consider how it envisions revitalization efforts continuing.





Principal Recommendations to the City of Winnipeg

1. **Invest additional capital funds into Urban Development Bank towards achieving original amount proposed of $10million.**

2. **Renew Asset Agreement for additional three years and revise Category D to reflect similar intent to Category B lands[1]**

3. **Renew Operational-funding agreement for 3 years to support the mandate as stated in the Start-Up Business Plan of September 1999.**

Vision and Strategy

In approving the Start-up Business Plan, Council directed that CentreVenture adopt Centreplan Development Framework Plan as a guideline for downtown redevelopment. In accordance with the Development Framework, CentreVenture Development Corporation indicated it would concentrate on the four priority development areas:

- Business Development and Investment
- Infrastructure, Housing and Transportation
- Arts Culture and Entertainment
- Public Spaces, Safety and Urban Design

[1] Category D lands means the properties described as such on Schedule D and are properties owned by the City which have been designated as properties or parts thereof that may be declared surplus following the implementation of capital programs and include such properties as may be so designated in writing in the future by the City. Examples include the transfer track and City-owned East Yards property.
Category B lands means the properties owned by the City which are in the process of being declared surplus and include such properties as may be so designated in writing in the future by the City.

To achieve the overall goal the organization would provide three essential functions:

- Urban Development Bank
- Design Review Committee
- Marketing and Information

CentreVenture developed short-term goals and objectives as well as tentative long-term goals and objectives. The short-term goals were governed by the availability of resources from the City of Winnipeg in the form of initial capital funding to support the urban bank activities. In the start-up phase, the organization focused on Business Development, Infrastructure and Housing as key priorities. It was further decided that investing financially in Design Review and Marketing functions would need to be postponed pending adequate resources. Attention would be focused on the Urban Bank together with advocacy and facilitation efforts to encourage and support private investment.

Plan Winnipeg 2020 Vision
"Putting Downtown First"

Urban Development Bank

With the $3,000,000 capital funding provided by the City of Winnipeg, $500,000 from the Province of Manitoba and net proceeds from City assets; over $25,000,000 in private investment will be leveraged directly through the Urban Development Bank in the start-up phase.

Urban Bank funds fully committed to downtown projects through to 2005

To this point all funds available from the Urban Bank have been committed and will take until 2005 to replenish for reinvestment in future projects. It is a model that is both effective in leveraging private investment and secure when tied to tax credits or the asset agreement. The start-up business plan originally recommended the bank be funded to $10,000,000 from the public sector thereby ensuring sufficient funds to create a level of private investment that would have a significant and sustaining impact on downtown redevelopment. With the successes and learning's to date, CentreVenture recommends a further investment into the Urban Bank to continue the

progress and in particular to facilitate the sale of remaining city assets as well as the continued adaptive reuse of heritage buildings.

While CentreVenture is working at becoming a self-sufficient organization over the longer term, it is not, and should not be, the primary objective. Being an organization that is continuously adding value to the bottom line for both the private and public sectors in the downtown is the primary objective. To maintain that reputation and be more than simply an advocate for downtown development the organization requires access to resources.

Asset Agreement

On September 29, 1999 Council directed administration to define an asset agreement in partnership with CentreVenture, specifying the terms and conditions under which CentreVenture would be granted options to acquire an interest in all City-owned properties and heritage buildings within the downtown.

On November 17, 1999 Council adopted a report from administration entitled "CentreVenture Asset Agreement" with the following recommendations:

I. That CentreVenture be granted an option for each surplus property for $1.00, and minimal terms and conditions be placed upon the conveyance.

II. That, for the duration of the Asset Agreement, upon receipt of title and possession of future tax sale properties within the downtown, each property be processed through the City's normal procedure to declare properties surplus and that each property be optioned to CentreVenture for the last three years of realty taxes, prior to its having become a City-owned property, net of interest and penalties.

III. That for any Category D downtown property which is deemed surplus to capital projects, EPC recommend to Council if and how the asset shall be made available to CentreVenture in the form of an option.

IV. That the Asset Agreement have a term of three years, and that any renewal of the Asset Agreement be subject to Council approval.

To date, CentreVenture has transacted on nine city-owned properties, for a total sale value of $1,130,000. An additional $4,500,000 will be invested in the properties. The City no longer is required to monitor, insure or repair these properties, and all will now contribute to the property tax base. The additional investment by the new owners will take what are currently mostly derelict buildings and redevelop them into attractive facilities inviting new tenants to them. Neighboring properties benefit by protecting or even enhancing their investment when derelict buildings are restored.





Currently CentreVenture is in negotiation on a further thirteen city-owned properties. It is imperative that the City of Winnipeg renews the Asset Agreement with CentreVenture to provide continuity and an environment of certainty with these negotiations. Most of these properties are extremely challenging due to their condition and require an enormous amount of time effort and in many instances financial resources to facilitate the sale and redevelopment.

CentreVenture believes it has demonstrated the Asset Agreement is an effective tool in facilitating redevelopment and in addressing the vision of CentrePlan Development Framework Plan. The ability to work with investors through the Asset Agreement and provide financing through the Urban Bank, if required, is consistent with what was envisioned in the Start-Up Business Plan.



With time and sufficient resources, it continues to be a tool that can also contribute to the mandate of being a "*sustainable downtown development authority … to provide leadership in the planning, development, coordination and implementation of projects and activities in the downtown.*"[2]

The City may want to consider the boundaries of the organization as a means to assembling other strategic city-owned, surplus properties – for redevelopment and for building the Urban Bank through access to more assets versus entirely direct capital contributions. (see Appendix 'A' Mandated Area Map)

CentreVenture Heritage Tax Credit Program

This program, which was approved for up to three years, is fully subscribed. With adaptive re-use of heritage buildings as a priority, the program should continue for at least one more cycle. Within the announcement, a sunset clause should also be introduced. Only a small program is needed which could in effect be used to wrap the program up and complete the remaining projects. It is proposed that this program be funded for an additional $1,500,000 with an added emphasis on residential or mixed use.

CentreVenture committed to leveraging this program greater than the 1:1 required within the bylaw. To date, overall it has leveraged approximately eight private sector dollars for every one public sector dollar invested (8:1). The projects have helped bring an adaptive re-use to significant heritage buildings in the downtown as well as encouraged other projects within the vicinity. A good mix of entertainment, office, commercial and residential has been achieved.



[2] EPC report to City Council dated May 12, 1999

CentreVenture Capital Grants and Economic Initiative

As with the CentreVenture Downtown Heritage Conservation Tax Credit Program, the Capital Grants and Economic Initiatives Programs administered through the City are also fully subscribed. This fund is replenished whereby the City allocates the majority portion of 5% of surplus asset sales citywide to the fund. $500,000 was allocated in 2000 and $300,000 was made available for the year 2001. Less than $200,000 is anticipated in 2002. It continues however, to be an effective tool when used in combination with other funding tools and should be targeted at strategic projects.

Design Review



In the Start-Up Business Plan, CentreVenture recognized the ease and time with which projects could be implemented in the downtown would be a critical factor to the success of revitalization. To that extent, it was recommended in CentreVenture's Business Plan that a Design Review Committee enfold the current design committees such as the Historic Advisory Committee and the Downtown Design Review Committee. The Design Review Committee would establish a single, clear design review and approval process for downtown Winnipeg. A single committee with authority to approve design and expedite approval processes will create a positive climate for investment and ultimately redevelopment of downtown Winnipeg.[3]

Initial funding was not provided for CentreVenture to undertake this initiative, nor was there political or administrative support to delegate the authority or task to a newly created arms length corporation outside of the City system. Instead, the City of Winnipeg acknowledged this was important

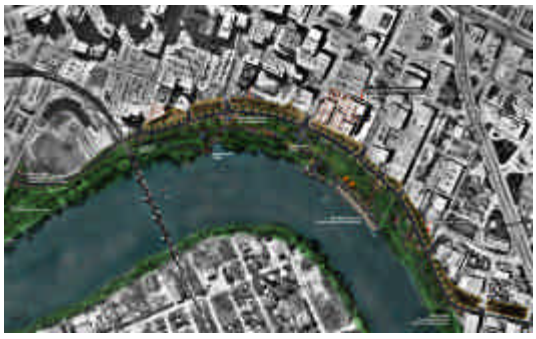
[3] CentreVenture Start-Up Business Plan, September 20, 1999 page 27

and indicated they would lead this effort through the Department of Planning, Property and Development and their respective Committee of Council. Civic leadership and resources are required urgently to ensure this challenge is effectively addressed on a system-wide, long-term basis.

Downtown Zoning will support or hinder development. CentreVenture was pleased with the results achieved nearly 2 years ago when it requested City Council amend the bylaw allowing residential as a permitted use throughout the downtown. This has helped draw interest and the beginnings of new investment to residential development in the downtown. It will be important for the City to consider expanding this permitted use to areas on the "shoulder" of what is defined as downtown, particularly along Princess Avenue to the north and west of the CentreVenture boundaries and encourage adaptive reuse and new development where demand is growing and the market is expressing interest. Many of those surrounding buildings are zoned industrial with no current or future demand expected for that purpose. Certain of those are ideally suited for conversion to multiple residential.

Facilitation

Infrastructure – Pedestrian Bridge and Waterfront Drive



Strategic infrastructure projects in the downtown can and will act as a catalyst for further investment by the private sector. To the credit of the City, Council supported the construction of a pedestrian bridge which will connect the French Quarter in St. Boniface with the Downtown. Ultimately, it was also approved for funding from the Canada-Manitoba Infrastructure Program. Forming strong ties and a long-term working relationship with stakeholders in the St. Boniface community has truly become the added bonus of the project. This relationship has expanded to include a communication strategy as it relates to the development in and around the Waterfront. The river, historically a barrier, has become a strategic connector wherein two communities can build towards a shared vision of renewal.

The Waterfront Drive project quickly expanded to include a broader economic and redevelopment strategy for the East Exchange and overall connections with key sites in the downtown. CentreVenture conducted extensive consultation with the vast majority of stakeholders to ensure key elements were considered and to gain broad community consensus for this strategic infrastructure project. Again to the credit of the City, Council approved this as a "special initiatives" project to ensure it could be considered within the Canada-Manitoba Infrastructure Program. Providing funding for CentreVenture to engage a consultant and present City Council with the vision for Waterfront Drive was strategic in gaining the endorsement from the community.

Housing

In its first year of operation, CentreVenture developed a Downtown Housing Strategy in consultation with the City of Winnipeg, Province of Manitoba and private sector stakeholders. Knowing it would eventually become a critical factor in the revitalization of downtown, it was important to begin to understand what was possible, where the market would be and how the economic challenges would eventually be addressed. The review of a market analysis study conducted by the public sector confirmed there was a small but growing demand for residential opportunities especially within the Exchange District.

One of the first projects to be undertaken in the Exchange District in many years is situated at 123 Princess. CentreVenture provided the necessary gap financing to ensure the completion of this very important project. To date, the proponent has confirmed all of the condominium units have been sold and it will be fully occupied by summer of 2002.



CentreVenture received support from the City of Winnipeg to conduct a Housing Demonstration Project directed at adaptive reuse of buildings within the Exchange and North Portage area. $500,000 will be invested in

partnership with the private sector, commencing in 2002 and the units will be ready for the market prior to year ending 2003.

A recent study conducted by Probe Research confirms that more than 83% of Winnipeg's adult population supports the development of residential in heritage buildings, especially in the Exchange District.

Creating an environment that people want to live in and supplying product at what the market will pay is critical to ensuring a sustaining revitalized downtown. It will take a collective effort by the public and private sectors to ensure this occurs. A combination of financial assistance, building code equivalencies and expedient approval processes are required to encourage more residential development in the various downtown neighborhoods.

Business Investment

As the downtown development agency, CentreVenture has welcomed the opportunity to assist and support the development of many exciting projects. In a collaborative effort with other City and Provincial organizations, it was an important day when CanWest Global announced they would be consolidating many of their national functions in Winnipeg's downtown, creating several hundred new jobs and raising the city's profile across the country.



Other projects requiring assistance through various application and approval stages were pleased to have access to an agency specifically set up by the City to provide such support. A few examples of assisted projects are the newly constructed Hampton Inn and Suites, the Wellington West building on Waterfront Drive, and the expansion of the Manitoba Theatre Center. Many projects have started and do not require financial assistance but actively seek support in the form of advocacy and facilitation to ensure timely and effective implementation.

Marketing and Information

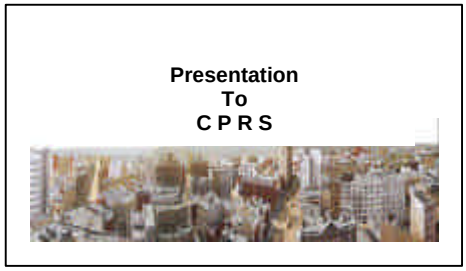
CentreVenture identified three priorities for this function in its start-up plan.

- Promoting downtown with a view to attracting new businesses, services and residents.
- Maintaining downtown as a viable, growing and dynamic part of the city of Winnipeg.
- Making all stakeholders aware of CentreVenture as an entrepreneurial Development Corporation that could assist investors considering downtown as location for their project.

A number of initiatives were contemplated, however with the initial funding available, it was determined not to be deliverable. Instead during the start-up phase, the organization would rely on the activity of the Urban Bank, the efforts of other organizations and project specific initiatives to bring attention to the opportunities in the downtown.

The support of the media in Winnipeg has helped bring attention to the many exciting investments occurring within the downtown. The support of Economic Development Winnipeg (EDW) in funding a staff person, assisting with communication efforts, and providing marketing support for Waterfront Drive has also enhanced the attention given to downtown. EDW provided assistance in the development of CentreVenture's Web site as well. An investment of $50,000 by the Province of Manitoba to market properties on North Main together with the City's funds have brought excellent attention to this particular part of downtown.

CentreVenture has made formal presentations to more than 75 organizations in the past year in an effort to promote awareness and interest in reinvesting in the downtown. To date these efforts, while effective, have been ad hoc. It is both important and urgent that a more coordinated and sophisticated marketing effort be undertaken for downtown.



It is paramount that marketing efforts take place outside of Manitoba with regard to downtown Winnipeg and this can and should be done in a planned and coordinated fashion. Tools and resources need to be developed to place in the hands of potential investors so as to bring their investment dollars to downtown Winnipeg versus other urban centers in Canada. CentreVenture recognizes this must be a key priority for 2002, if resources are made available. Coordinating this with the Downtown BIZ and Forks North Portage Partnership is also key to maximizing efforts. Consideration can also be given to coordinating efforts with other City funded agencies such as Economic Development Winnipeg, Tourism Winnipeg or the City's new "super agency" to ensure the maximum leveraging possible is attained.

CentreVenture, in its Start-Up Business Plan estimated approximately $150,000 was required in each of the three years to address this very important matter in an effective and comprehensive manner. The need for marketing resources has grown given the need to encourage investment from outside of Winnipeg.

What is encouraging in spite of the absence of funding for marketing is results from a recent Probe research study indicating an awareness of CentreVenture as the City's downtown development is as high as 31% with the majority of those surveyed being in the middle to upper income bracket – primarily business and potential investors. The very market the organization targeted in its' start up phase.

Partnering with the Province of Manitoba

The Province of Manitoba contributed financially to the Urban Development Bank in 2000 and again in 2001. $250,000 was provided each year to support and leverage capital investment in the downtown. A request for continued funding has been submitted to the Province of Manitoba.

In 2001 the Province contributed $50,000 to CentreVenture with the condition the funds be used for marketing of North Main. The Province of Manitoba has expressed a commitment to downtown revitalization and has provided financial assistance to other projects in the downtown through the Canada-

Manitoba Infrastructure program. Waterfront Drive and the renewal of Main Street are two examples.



Red River College Princess Campus is one of the most significant projects the Province has led for the future revitalization of downtown - in partnership with the City of Winnipeg. The Province, with the City and Federal Governments has also made a significant commitment for public assistance in the development of the True North Entertainment Complex.

Urban Tax Credit



In 2001 the Province passed the necessary amendments to the City of Winnipeg Act, opening the door for an Urban Tax Credit downtown. The original proposal envisioned the Province fund this initiative. The City of Winnipeg Heritage Tax Credit program has proven to be successful in encouraging private investment and creating new uses for many heritage buildings downtown. A similar program was proposed for older, non-heritage buildings and new construction. Portage Avenue and Main Street play a significant role in defining how people perceive downtown. Many buildings along these two streets require urgent attention and do not qualify as heritage sites. The Urban Tax Credit program could act as a catalyst for reinvesting in an area where the commitments are significant and the economics are challenging at this point in downtown's economic position in the market place.

Urban Development Bond

Access to Urban Bonds could provide the vehicle needed for significant private investment. Leadership and support from the Province in this regard would be of tremendous assistance to downtown Winnipeg in a way similar to the investment assistance provided by the Grow Bonds throughout rural Manitoba.

Conclusion

Tremendous progress has been realized over a relatively short period of time. Continuing and maintaining the momentum is essential. The focused leadership of the public and private sectors has been a major factor in what has been achieved to date and only by maintaining this focus will progress continue at this pace.

The Board of Directors of CentreVenture Development Corporation has provided leadership, expertise and a sense of urgency to each initiative it has undertaken. The commitment of these volunteers has been significant. The vote of confidence given to them by City Council in this important role is taken very seriously knowing they are stewards of scarce resources that must be leveraged in a thoughtful and strategic manner.

The current Board of Directors appointed by City Council are as follows:

CentreVenture Development Corporation

Board Chair
Ida Albo

Vice Chair
Lloyd McGinnis

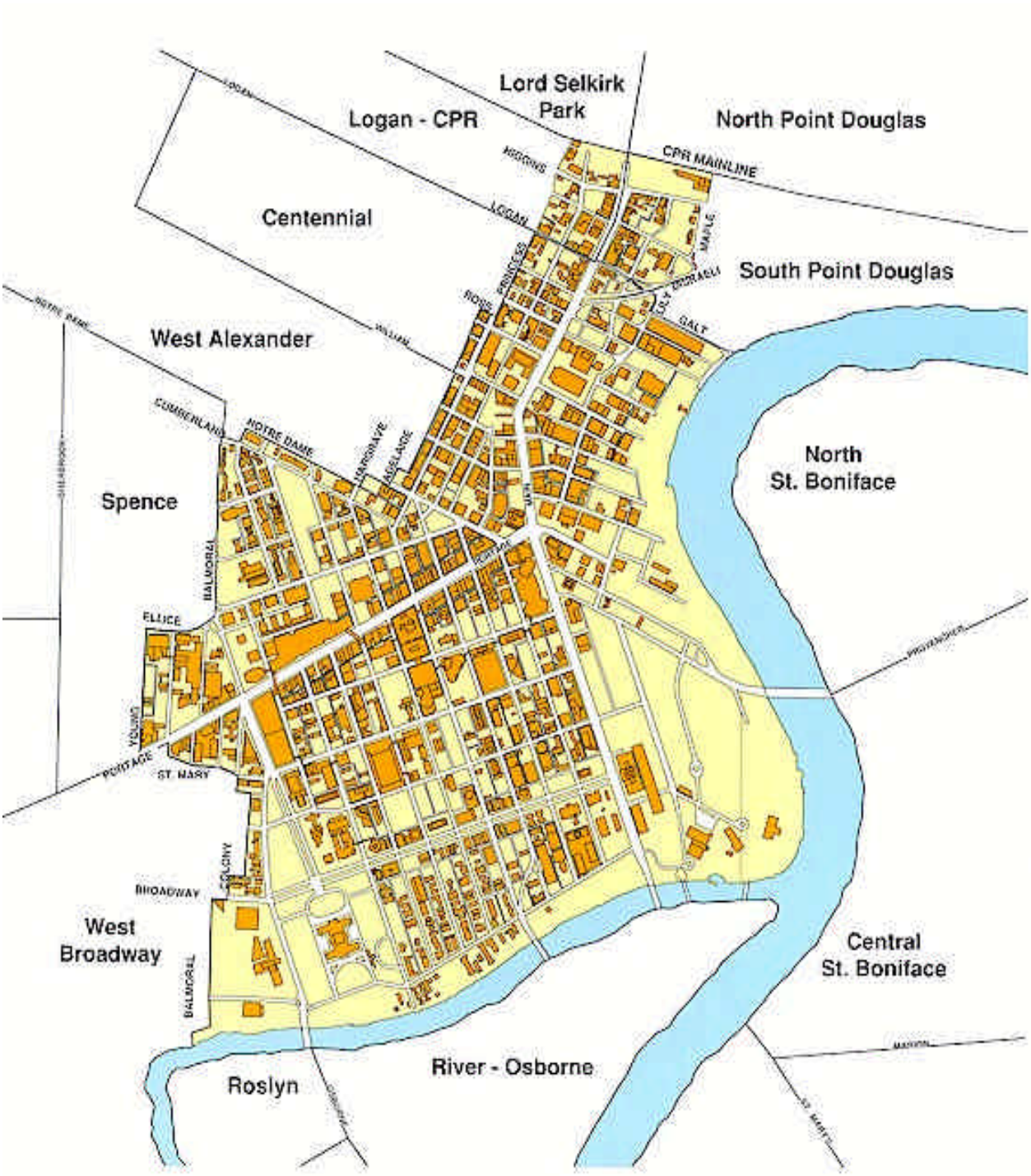
Secretary Treasurer
John Hodgert

Past Chair
David Asper

Directors at large
Jim Burns, Polly Craik, Ginny Devine, Eugene Kostyra
Charles "Chuck" Loewen

President & CEO
Annitta Stenning

Appendix 'A'
CentreVenture Mandated Area



CentreVenture
Development Corporation

Re: PROPOSED EXPANSION OF THE CENTREVENTURE DEVELOPMENT CORPORATIONS MANDATED AREA

For submission to: Executive Policy Committee

Original report signed by: Director of Planning, Property and Development

Report date: April 10, 2002

In camera item: **No**

Recommendation(s):

1. That Council:
   d) Approve in principle the expansion of the CentreVenture Development Corporation's mandated area in accordance with the attached plan; and,
   e) Authorize the Director of Planning, Property, and Development to review and delineate the specifics of the new CentreVenture mandated area as may be required to satisfy land ownership issues; and,
   f) Authorize the CAO to approve the final terms and conditions concerning amendments to the Contribution Agreement dated November 17, 1999, as required to reflect the intent of Council.
2. That the administration proceed with any necessary amendments to Plan Winnipeg and CentrePlan.
3. That the administration prepare zoning regulations for the expanded mandate area as a part of the downtown zoning by-law revision process.
4. That the Proper Officers of the City do all things necessary to effect the intent of the foregoing.

REPORT SUMMARY

KEY ISSUES:

- On April 3, 2002, the CentreVenture Development Corporation tabled their **Report to the City of Winnipeg** at the Executive Policy Committee (EPC).
- One of the Reports recommendations was for the City to consider the expansion of the boundaries of CentreVenture in recognition of the emerging development opportunities associated with the Red River Downtown Campus as well as the Waterfront Drive projects.
- The administration recommend that CentreVenture's mandated Area be expanded to capitalize on these emerging opportunities and that the necessary amendments to Downtown policy and zoning be brought reviewed and brought into alignment with the new boundaries as appropriate.
- In this interim period prior to zoning amendments, the administration will expedite development proposals within this expanded mandate area.
- Both areas proposed to be incorporated into the downtown lie within the Point Douglas Ward of the Lord Selkirk – West Kildonan Community Committee area.

- In light of the various formal agreements that currently exist between the City and CentreVenture, and in order to reflect the intent of Council, the administration recommend that the authority to finalize the terms and conditions of any necessary agreements be delegated to the Chief Administrative Officer.
- Council approval of these recommendations will allow CentreVenture to utilize their financial tools (Heritage Incentive Programs and the Urban Development Bank) to facilitate projects within the expanded mandated area.

IMPLICATIONS

General implications

	None
X	For the organization overall and/or for other departments
X	For the community and/or organizations external to the City of Winnipeg
	Involves a multi-year contract

Comment:

-

Policy implications

	No (*There are no policy implications if the report is asking for a one-time decision.)*
X	Yes *(There are policy implications if the recommendation(s) is/are asking for a decision that will be used to guide decisions over time.)*

Comment:

- The administration is recommending that the Plan Winnipeg as well as the Downtown Zoning By-law 4800 be amended as appropriate to reflect the proposed expansion of CentreVenture's mandated area.

Financial implications

	Within approved current and/or capital budget
	Current and/or capital budget adjustment required
X	No financial implications

Comment:

- This Report's recommendations require some administrative procedures that will have some associated but not significant costs. For the purposes of the RIS, such costs will be considered immaterial.

REPORT

RECOMMENDATION(S):

1. That Council:
   a) Approve in principle the expansion of the CentreVenture Development Corporation's mandated area in accordance with the attached plan; and,
   b) Authorize the Director of Planning, Property, and Development to review and delineate the specifics of the new CentreVenture mandated Area as may be required to satisfy land ownership issues; and,
   c) Authorize the CAO to approve the final terms and conditions concerning amendments to the Contribution Agreement dated November 17, 1999, as required to reflect the intent of Council.
2. That the administration proceed with any necessary amendments to Plan Winnipeg and CentrePlan.
3. That the administration prepare zoning regulations for the expanded mandate area as a part of the downtown zoning by-law revision process.
4. That the Proper Officers of the City do all things necessary to effect the intent of the foregoing.

REASON FOR THE REPORT:

On April 3, 2002, the Executive Policy Committee considered the CentreVenture Development Report dated March 2002 and referred the following to the Standing Policy Committee on Property and Development:

I. That the expansion of the boundaries of the CentreVenture Mandated Area, renewal of the Asset Agreement for an additional three years and revision of Category D to reflect similar intent to Category B lands,
For report back to Executive Policy Committee for its meeting scheduled for April 17, 2002.

On April 4, 2002, the Standing Committee on Property and Development referred the matter to the Administration for review and report back to a special meeting at the call of the Chairperson.

HISTORY:

On May 13, 1999, Council amended and adopted the CentreVenture- *Downtown Revitalization Report and its companion, CentrreVenture: A New Approach to Downtown Revitalization Report*, dated May 5, 1999. City Council endorsed the creation of CentreVenture Development Corporation to provide leadership in creating and sustaining business opportunities and economic growth in downtown Winnipeg.

On July 9, 1999, CentreVenture Development Corporation was duly incorporated under the laws of the Province of Manitoba.

On September 29, 1999 Council, "endorsed the spirit and intent of CentreVenture's Start-Up Business Plan."

On April 3, 2002, CentreVenture tabled their **Report to the City** at the Executive Policy Committee.

DISCUSSION:
Background

In their **Report to the City** dated March 2002, CentreVenture proposes that the City consider the following:
1. " *The City may want to consider the boundaries of the organization as a means to assembling other strategic city-owned, surplus properties- for redevelopment and for building the Urban Bank through access to more assets versus entirely direct capital contributions"*

2. "It would be important for the City to consider expanding the permitted use to areas on the "shoulder" of what is defined as downtown, particularly along Princess Avenue to the north and west of the CentreVenture boundaries and encourage adaptive reuse and new development where demand is growing and the market is expressing interest."

As a result of the Red River College Campus and the Waterfront Drive projects, there has been significant activity with regard to proposed projects within the general vicinity of the campus and the northern terminus of the Waterfront Drive. Some of this activity occurs at the periphery of the geographically defined downtown, which is external to the Downtown Zoning By-law. A number of older warehouse buildings that are currently zoned Industrial, lie on the fringe of the designated downtown area (which aligns with the CentreVenture mandated area).

In close proximity to the Red River downtown campus, the City is aware of a number of development proposals for the adaptive re-use of heritage buildings that exist outside of the current CentreVenture mandated area. Other private and public sector properties within the southwest Point Douglas neighbourhood are also emerging as prime candidates for development as a result of the construction of Waterfront Drive. The ability of these proposals to become viable projects has been somewhat hampered by the less flexible Zoning By-law No. 6400 requirements, as well as the inability of project proponents to access the CentreVenture Heritage Incentive Programs or funding through their Urban Development Bank.

For the following reasons, the administration recommend that the boundaries for the CenterVenture mandated area be expanded beyond the existing Downtown area in general accordance with the attached plan:

- CentreVenture has the development knowledge and skills as well as the financial tools and capacity to assist in the materialization of the emerging opportunities that are currently at the periphery of their mandated area.
-
- Stakeholder discussions have identified both of these areas identified for incorporation as anomalies that could be considered as a part of the Downtown.
- The identified areas are not integral to the surrounding residential neighbourhoods.
-

Both areas identified for expansion lie within the Point Douglas Ward of the Lord Selkirk –West Kildonan Community Committee area.

Downtown Initiatives / Downtown Zoning By-law Revision

The administration and CentreVenture are in the process of finalizing internal (staff and political input) as well as external stakeholder (developers, realtors, business, and professional consulting associations) input with regard to the Downtown Initiatives. The Downtown Initiatives propose sweeping and progressive changes to the City's downtown decision-making and approval processes. Examples of such initiatives include the revision of the *Downtown Winnipeg Zoning By-law No. 4800/88*, and the possible enfolding of all of the existing development review and approval committees (Board of Adjustment, Community Committee, Standing Policy Committees, and Advisory Committees) into a single Downtown Development and Approval body.

The goal of the revision of the now dated *Downtown Winnipeg Zoning By-law No. 4800/88*, is to more accurately reflect the CentrePlan vision and Downtown Winnipeg policy- primarily *CentrePlan: Development Framework and CentrePlan: Vision & Strategies.*

The expansion of CentreVenture's mandated area in and of itself, does not change the Zoning or the Zoning by-law Area (this area remains within the by-law 6400 area). Any proposed expansion or contraction of the Downtown requires changes to the current zoning for properties contained within those boundaries, and as such, require due process (consultation, Council direction, posting, public hearings, administrative reports, etc).

The administration recommend that all downtown policy and zoning be brought into alignment with the proposed expansion of CentreVenture's mandated area as appropriate. All downtown stakeholders and CentreVenture require that all of the rules and regulations concerning downtown development and approvals be consistent. However, as a result of the downtown zoning by-law revision process, it may be determined that blanket re-zoning is not appropriate as it may impact on surrounding neighbourhoods.

In the interim period, the administration will expedite development proposals within the expanded mandated area as they come forward.

The administration has not yet undertaken an exhaustive review of the property ownership within the proposed areas of expansion. Accordingly, the administration recommends that the authority to review and delineate the new CentreVenture mandated area, be delegated to the Director of Planning, Property, and Development, to ensure that there are no landowner conflicts with regard to the boundary.

In light of the various formal agreements that currently exist between the City and CentreVenture, and in order to reflect the intent of Council, the administration further recommend that the authority to finalize the terms and conditions of any necessary agreements be delegated to the Chief Administrative Officer.

Financial Impact Statement 11-Apr-02

COMMENTS:

This Report's recommendation require some administrative procedures that will have some associated but not significant costs. For the purposes of the RIS, such costs will be considered immaterial.

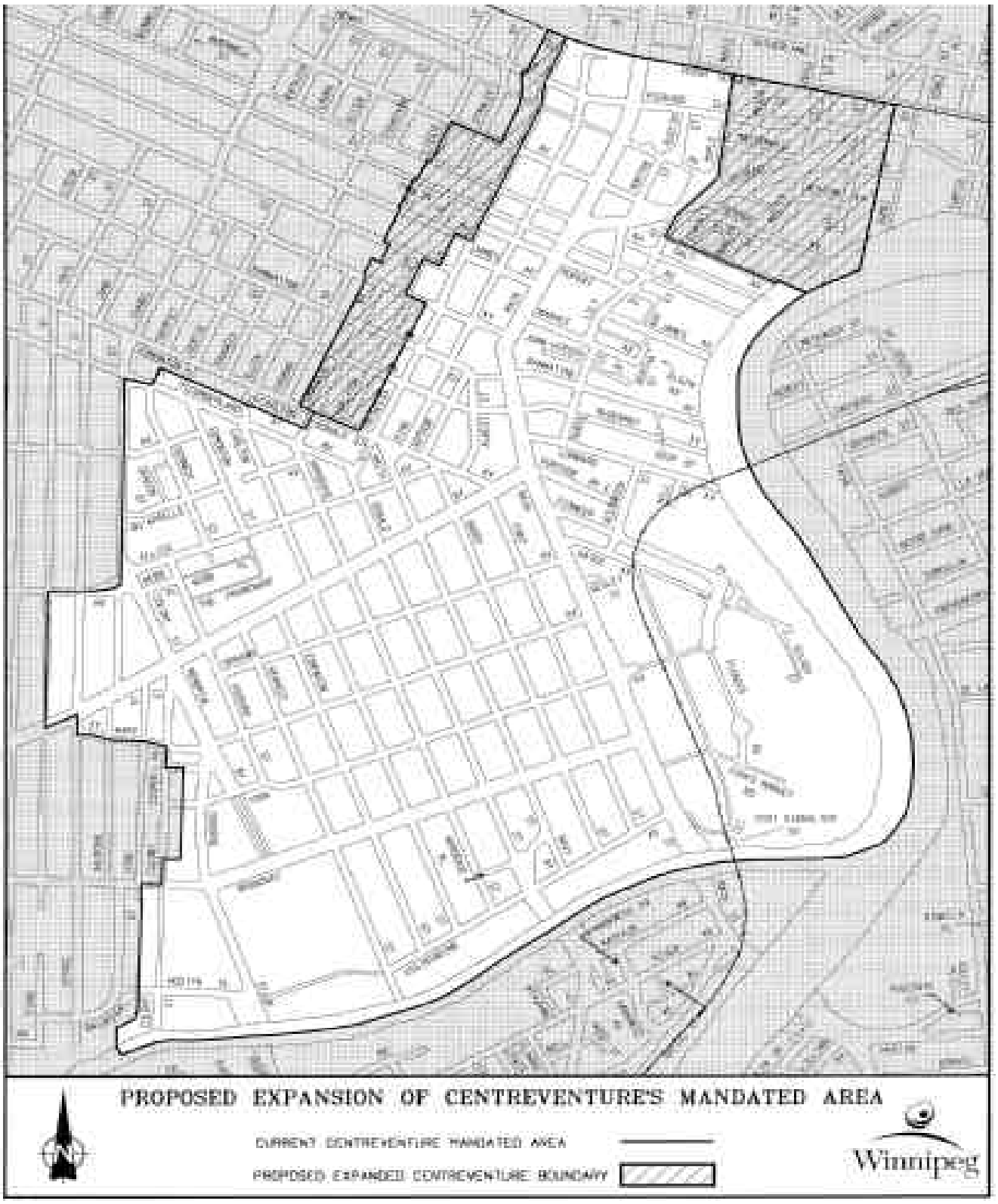
Gord Courage, Manager
Support Services Division

IN PREPARING THIS REPORT, THERE WAS CONSULTATION WITH AND CONCURRENCE BY: PLANNING AND LAND USE DIVISION

THIS REPORT SUBMITTED BY:

Planning, Property and Development Department
Division: Office of the Director
Prepared by: Jim Paterson
PPD File #:

Document name:O:\Reports Directive\Office of the Director\Downtown Manager\Proposed Expansion Of CentreVenture's Mandated Area.doc document2


PROPOSED EXPANSION OF CENTREVENTURE'S MANDATED AREA
CURRENT CENTREVENTURE MANDATED AREA
PROPOSED EXPANDED CENTREVENTURE BOUNDARY
Winnipeg

REPORTS

2. From the Clerk for the Winnipeg Committee for Safety
Extract of Minutes 2002/04/05

Winnipeg Committee for Safety - Resignation of Member - Jennifer Chu
File GF-2.7.1 (Vol. 2)

Advising that on April 5, 2002, the Winnipeg Committee for Safety accepted the resignation of Jennifer Chu. Committee further requested that the Executive Policy Committee give favourable consideration to appointing a replacement citizen member for the balance of Jennifer Chu's term, which expires on December 31, 2003.

REPORTS

3. From the Manager of EPC Support

Economic Development Initiative
File FL-2.6 (Vol. 1)

Report to be submitted under separate cover.

CONSENT AGENDA

Moved by Councillor

That all matters requiring Council approval be considered on the Consent Agenda.

On motion of Councillor , Committee adjourned at .

REPORT OF THE

STANDING POLICY COMMITTEE ON PUBLIC WORKS

DATED APRIL 2, 2002

Award of Contracts for the Provision of Public Transportation Services for Persons with Disabilities - RFP 892-2001
File TT-1.3 (Vol. 13)

1. The Standing Policy Committee on Public Works has been advised that Handi-Transit service began in 1977. Between 1977 and 1988 all Handi-Transit service was delivered by Winnipeg Transit bus operators, utilizing Winnipeg Transit Handi-Transit vans. In 1988, Winnipeg Transit began to accommodate the increasing demand for Handi-Transit service by contracting out the increasing service requirement to private contractors.

In 1996, Council approved contracting out 100% of Handi-Transit service delivery. Contracts were awarded in 1996 for a five-year period covering approximately 85% of the work. A further Request For Proposals was issued in 1997 and a five-year contract issued for the remainder of the work.

In 2001, an RFP was issued to replace the contracts expiring on June 30, 2001. Eight different contracts, covering approximately 73% of the total service requirement were awarded for a period of five years, expiring June 30, 2006.

On February 20, 2002, RFP 892-2001 was issued for the provision of public transportation services for persons with disabilities for approximately 20% of the total contracted service (the remaining 7% of the work is contained in a contract with Blue Ribbon Transit). The RFP closed on March 13, 2002.

RFP 892-2001 allowed offerers to respond with proposals on portions or all of 2 types of work which were defined as follows:

Item 1: Hourly Service - Wheelchair Accessible Vehicles
Item 2: Hourly Service - Ambulatory Passenger Vehicles

Responsive proposals were received from the various companies, as outlined in Attachment “A”.

Winnipeg Transit is satisfied that the Offerers providing the proposals considered to be most advantageous to the City have the necessary resources to perform all the work in accordance with the requirements of the specifications based on the evaluation criteria is outlined on Attachment “B”. Offerers have satisfactorily carried out previous work of a similar nature.

Materials Management and Legal Services have advised that proposal submissions from the following offerers should be deemed to be non-responsive due to their failure to complete and sign the RFP cover page. The completion of the cover page is a mandatory requirement. It contains the formal offer to perform the work, incorporates the RFP into the proposal and makes the proposal irrevocable for a specified period of time. Those terms and conditions are fundamental to the eventual contract.

- We Care Transit
- London Limos

A summary, by section, of the evaluations on each offer received is outlined on Attachment “C”. The proposals recommended are considered to be most advantageous to the City, meeting all the requirements of the specifications.

The unit prices submitted by the successful bidders to this RFP are very advantageous to the City. They are lower than the current prices being paid under the expiring contract, lower than the prices bid last year by the successful bidders, and lower than the assumptions contained in the 2002 budget and the 2003 and 2004 administrative budget. This presents an opportunity for the Transit Department to meet expected Handi-Transit service demand that was not accommodated in the budget.

Bids are open for acceptance until June 15, 2002, however it is very important that this contract be authorized for award at the April meeting of City Council in order to provide the successful contractors with sufficient time to order and receive delivery of vehicles, and for Handi-Transit to train the contractor's drivers prior to the June 15, 2002 start up date.

Council approval is required for the award of multi-year contracts.

The Financial Impact Statement is outlined on Attachment "D".

The Standing Policy Committee on Public Works recommends:

I. That the offers received from London Limos and We Care Transit be determined as non-responsive.

II. That contracts for the provision of public transportation services for persons with disabilities as outlined in RFP 892-2001, for the period of June 15, 2002 to June 30, 2007, be awarded based on the unit prices submitted, to those Offerers providing the proposals considered to be most advantageous to the City of Winnipeg, in the following approximate amounts:

Offerer	**Item 1: Hourly Service Wheelchair Accessible Vehicles**	**Item 2: Hourly Service Ambulatory Passenger Vehicles**	**Total Contract Price**
Gull Wing Transit Services Ltd.	$831,024	$929,511	$1,760,535
Assiniboine Handy-Transit and Taxi Inc.	$374,994		$374,994
Duffy's Taxi (1996) Ltd.	$374,994		$374,994
Super Transit Ltd.		$934,836	$934,836
Mona Transit Services Ltd.	$725,892		$725,892
			$4,171,251

III. That the Proper Officers of the City be authorized to do all things necessary to effect the intent of the foregoing, including the execution of any documents related thereto.

Attachment “A” referred to in Clause 1 of the Report of the Standing Policy Committee on Public Works dated April 2, 2002

Attachment “A”

Responsive proposals were received from the following companies:

Item 1
Hourly Service
Wheelchair Accessible Vehicles

- AB Transit
- Advance Transit
- Assiniboine Handy-Transit & Taxi Inc.
- Blue Ribbon
- Dependable Dispatch Service
- Duffy's Taxi
- Gull Wing Transit Services Ltd.
- Gurinder Jit Singh
- Handi-Helper Transit
- Kingsway Transit Ltd.
- Mona Transit Services Ltd.
- Safe Transit
- Super Transit Ltd.
- Unicity Taxi Ltd.

Item 2
Hourly Service
Ambulatory Passenger Vehicles

- 4522291 Manitoba Ltd.
- 4523785 Manitoba Ltd.
- AB Transit
- Advance Transit
- Agam Bhagria
- Assiniboine Handy-Transit & Taxi Inc.
- Blue Ribbon
- Dependable Dispatch Service
- Duffy's Taxi
- Gull Wing Transit Services Ltd.
- Gurinder Jit Singh
- Handi-Helper Transit
- Jasbir Chahal
- Kingsway Transit Ltd.
- Mona Transit Services Ltd.
- North Star Transportation
- Raghbir Kambo
- Safe Transit
- Seven Oaks Transit
- SP Transit
- Super Transit Ltd.
- Surinder Sidhu
- Tarsem Singh Cheema
- Towns Transit
- Unicity Taxi Ltd.

Attachment “B” referred to in Clause 1 of the Report of the Standing Policy Committee on Public Works dated April 2, 2002

Attachment “B”

Evaluation of Offers

Bids were evaluated based on the following evaluation criteria as defined in SC: 12 of the RFP:

(a) Conformance of the Offerer's Bid Submission with the requirements of the RFP ..... **pass/fail;**

(b) Qualifications of the Offerer ..... **pass/fail;**

- All responsive bid submissions conformed with the requirements of the RFP as well as met the qualifications defined in BI:9.

(c) Industry experience of key personnel **10%**

- Evaluation of industry experience of key personnel was based on the amount of experience with full points being received for the most experience, and others being pro-rated.

- All proposals contained qualified key personnel with significant industry experience.

(d) Present value of the total contract price per unit **70%**

- Present value of the contract price was evaluated on unit price, based on a per vehicle hour basis. Present value was determined using a discount rate of six (6) per cent per year. The lowest bid received the most points, with higher priced bids pro-rated accordingly.

- Attached as Appendix “B” is a summary of the proposal prices by section, the present value of each contract proposal, and the financial points assigned for evaluation purposes.

(e) Business Plan **5%**

- Offerers were required to submit a business plan, which would outline “start up” plans if appropriate, operational plans, etc. Business plan evaluation was based on completeness.

- All proposals contained a fully acceptable business plan.

(f) References **15%**

? The Offerer was required to submit the names of three (3) industry related references. Reference checks were not restricted to only those submitted by the contractor, and included organizations representing persons with disabilities, Handi-Transit advisory committees, companies or individuals known to have done business with the Offerer.

? A standard format of questions was used in the reference check process. Areas such as driver behaviour, cleanliness of vehicles, safe operation of vehicles, demonstrated sensitivity to persons with disabilities was discussed. Organizations representing persons with disabilities, as well as Handi-Transit’s Policy Advisory Committee and Operations Advisory Committee were consulted during this process as well.

Attachment "C" referred to in Clause 1 of the Report of the Standing Policy Committee on Public Works dated April 2, 2002

Attachment "C"

The following is a summary, by section, of the evaluations on each offer received.

ITEM 1: **Hourly Rate Service** **Wheelchair Accessible Vehicles**							**EVALUATION**
Offerer	***Conformance of Bid Submission***	***Qualifications of Offerer (BI:09)***	***Present value of total Contract Price per unit***	***Industry Experience of Key Personnel***	***References***	***Business Plan***	***Total***
	pass/fail	***pass/fail***	***70%***	***10%***	***15%***	***5%***	***100%***
Gull Wing Transit Services Ltd.	**pass**	**pass**	**70**	**10**	**15**	**5**	**100**
Assiniboine Handy Transit	**pass**	**pass**	**65**	**10**	**15**	**5**	**95**
Duffy's Taxi	**pass**	**pass**	**65**	**10**	**15**	**5**	**95**
Mona Transit Services Ltd.	**pass**	**pass**	**67**	**10**	**13**	**5**	**95**
AB Transit	**pass**	**pass**	**64**	**10**	**15***	**5**	**94**
Blue Ribbon	**pass**	**pass**	**64**	**10**	**15***	**5**	**94**
Dependable Dispatch Service	**pass**	**pass**	**63**	**10**	**15***	**5**	**93**
Super Transit	**pass**	**pass**	**63**	**10**	**15***	**5**	**93**
Advance Transit	**pass**	**pass**	**62**	**10**	**15***	**5**	**92**
Kingsway Transit Ltd.	**pass**	**pass**	**64**	**8**	**15***	**5**	**92**
Unicity Taxi Ltd.	**pass**	**pass**	**62**	**10**	**15***	**5**	**92**
Safe Transit	**pass**	**pass**	**63**	**8**	**15***	**5**	**91**
Handi-Helper Transit	**pass**	**pass**	**60**	**10**	**15***	**5**	**90**
Gurinder Jit Singh	**pass**	**pass**	**60**	**8**	**15***	**5**	**88**

***Note**: References provided by the Offerer were not checked, as even a perfect rating as illustrated, would not have altered the recommendations for award of contract.

Attachment "C" referred to in Clause 1 of the Report of the Standing Policy Committee on Public Works dated April 2, 2002

ITEM 2: **Hourly Rate Service** **Ambulatory Passenger Vehicles**							**EVALUATION**
Offerer	***Conformance of Bid Submission***	***Qualifications of Offerer (BI:09)***	***Present value of total Contract Price per unit***	***Industry Experience of Key Personnel***	***References***	***Business Plan***	***Total***
	pass/fail	***pass/fail***	***70%***	***10%***	***15%***	***5%***	***100%***
Gull Wing Transit Services Ltd.	**pass**	**pass**	**69**	**10**	**15**	**5**	**99**
Super Transit	**pass**	**pass**	**69**	**10**	**15**	**5**	**99**
Mona Transit Services Ltd.	**pass**	**pass**	**70**	**10**	**13**	**5**	**98**
Jasbir Chahal	**pass**	**pass**	**70**	**8**	**15***	**5**	**98**
4522291 Manitoba Ltd.	**pass**	**pass**	**70**	**8**	**15***	**5**	**98**
Safe Transit	**pass**	**pass**	**69**	**8**	**15***	**5**	**97**
4523785 Manitoba Ltd.	**pass**	**pass**	**68**	**8**	**15***	**5**	**96**
Assiniboine Handy Transit	**pass**	**pass**	**65**	**10**	**15***	**5**	**95**
Dependable Dispatch Service	**pass**	**pass**	**64**	**10**	**15***	**5**	**94**
Agam Bhagria	**pass**	**pass**	**68**	**8**	**15***	**3**	**94**
Towns Transit	**pass**	**pass**	**64**	**8**	**15***	**5**	**92**
Tarsem Singh Cheema	**pass**	**pass**	**63**	**8**	**15***	**5**	**91**
Blue Ribbon	**pass**	**pass**	**61**	**10**	**15***	**5**	**91**
Unicity Taxi Ltd.	**pass**	**pass**	**61**	**10**	**15***	**5**	**91**
North Star Transportation	**pass**	**pass**	**62**	**10**	**15***	**5**	**92**
Raghbir Kambo	**pass**	**pass**	**62**	**10**	**15***	**5**	**92**
Surinder Sidhu	**pass**	**pass**	**62**	**10**	**15***	**5**	**92**
Advance Transit	**pass**	**pass**	**60**	**10**	**15***	**5**	**90**
Duffy's Taxi	**pass**	**pass**	**60**	**10**	**15***	**5**	**90**
AB Transit	**pass**	**pass**	**58**	**10**	**15***	**5**	**88**
Handi-Helper Transit	**pass**	**pass**	**58**	**10**	**15***	**5**	**88**
SP Transit	**pass**	**pass**	**58**	**10**	**15***	**5**	**88**
Gurinder Jit Singh	**pass**	**pass**	**57**	**10**	**15***	**5**	**87**
Kingsway Transit Ltd.	**pass**	**pass**	**57**	**10**	**15***	**5**	**87**
Seven Oaks Transit	**pass**	**pass**	**50**	**10**	**15***	**5**	**80**

***Note**: References provided by the Offerer were not checked, as even a perfect rating as illustrated, would not have altered the recommendations for award of contract.

Attachment "D" referred to in Clause 1 of the Report of the Standing Policy Committee on Public Works dated April 2, 2002

Financial Impact

Financial Impact Statement **Date:** March 21, 2002

Project Name: Award of Contracts for the Provision of Public Transportation Services for Persons with Disabilities - RFP 892-2001

First Year of Program **2002**

	2002	2003	2004	2005	2006
Capital					
Capital Expenditures Required					
Less: Existing Budgeted Costs					
Additional Capital Budget Required	$ -	$ -	$ -	$ -	$ -
Funding Sources:					
Debt - Internal					
Debt - External					
Grants (Enter Description Here)					
Reserves, Equity, Surplus					
Other - Enter Description Here					
Total Funding	$ -	$ -	$ -	$ -	$ -
Total Additional Capital Budget Required	$ -				
Total Additional Debt Required	$ -				
Current Expenditures/Revenues					
Direct Costs	$ 394,288	$ 799,593	$ 821,626	$ 844,412	$ 869,711
Less: Incremental Revenue/Recovery	-	-	-	-	-
Net Cost/(Benefit)	$ 394,288	$ 799,593	$ 821,626	$ 844,412	$ 869,711
Less: Existing Budget Amounts	491,750	1,003,170	1,023,233	n/a	n/a
Net Budget Adjustment Required	$ (97,462)	$ (203,577)	$ (201,607)	n/a	n/a

Additional Comments: The hourly rates under the contracts proposed for award provide for a significant reduction from that presently paid and budgeted. This presents an opportunity to the department to meet expected handi-transit service demand. The adopted 2002 current estimates and 2003 and 2004 administrative budget do not provide sufficient funding to meet expected demand.

Manager of Finance & Administration

This Report Submitted By:
The Transit Department
Handi Transit Division
Prepared by: Nancy Dirks, Manager of Handi Transit
March 21, 2002

Employer Sponsored Bus Pass Program
Revised Discount Structure
File TT-2 (Vol. 12)

2. The Standing Policy Committee on Public Works has been advised that the Transit Department, as part of its 1996 budget, included in the Innovative Transit Program a project to investigate alternative forms of employer sponsored transit programs.

On December 13, 2000, Council granted the Transit Department authority to negotiate and commit to EcoPass (Employer Sponsored Bus Pass) agreements based on a 5:1 cost-sharing ratio between the employer and Transit (for every 5% an employer reduced the price of a monthly pass to employees, Transit would rebate 1% to the employer).

In February 2001, the Transit Department began what was to be a six-month pilot project with Manitoba Public Insurance, based on the December 13, 2000, authority granted by Council, Manitoba Public Insurance agreed to provide a 50% discount to employees and Transit would rebate 10% to Manitoba Public Insurance. Unfortunately, at the time the program began, there was considerable negative media concerning bonuses for Y2K (Year 2000) changeovers paid to senior Manitoba Public Insurance staff. The EcoPass Program became associated with this negative publicity and the Minister responsible for Manitoba Public Insurance made a decision that the EcoPass Program would be curtailed after three months at Manitoba Public Insurance. Based on the three-month trial at Manitoba Public Insurance, the results were very positive including:

- Monthly Pass sales increased almost 800% increase from approximately 40 per month to 270 per month.

- Transit users almost doubled from approximately 34% of MPI employees (primarily downtown) to 58%.

- 44% of respondents indicated they were using transit more frequently.

- Reduced auto travel and parking; the number of people who were parking in unassigned spots (parking on a daily basis) decreased from 48% to 32%.

- Reduced car usage: The number of people who indicated they do not drive increased from 34% to 52%.

- 834 more trips per week: It's estimated that the program resulted in approximately 834 more trips per week of which 275 came from former auto drivers or passengers.

- Manitoba Public Insurance Management and employees felt it was an excellent program. Employees (particularly single parent families and lower income earners) appreciated the savings. Management found the program very easy to implement and administer, and there were many compliments to Manitoba Public Insurance from its staff for offering the program.

Over the following months, the Transit Department then contacted approximately 180 major organizations in the City seeking participants in the EcoPass Program. This contact included an original

"teaser package", follow-up mail, follow-up phone calls, and appointments as appropriate. From these contacts, the Transit Department learned the following:

- Universally, all organizations liked the EcoPass program, its objectives, potential benefits and innovativeness.

- While the organizations liked the "innovativeness", they were also concerned that this innovativeness presented a risk in that the program was unproven and untried. No one particularly wanted to be first to implement it.

- A few organizations commented that the 5:1 cost sharing formula was not sufficient to warrant their participation.

Based on this information, the Transit Department felt there would be an opportunity for a group of organizations to jointly implement the EcoPass program. In this way, the program would gain greater momentum, greater public profile, and no single organization would be the first to implement the program alone.

A luncheon presentation regarding the EcoPass Program was then made to 15 major organizations. The objective was to secure a group of approximately 6 - 8 organizations that would participate in a joint pilot project to implement the EcoPass program and provide some momentum for more organizations to join. As a result of this luncheon and subsequent discussions, the Transit Department now has a verbal commitment from 6 organizations to participate in a joint pilot project, subject to Council approval of the discount structure. The pilot project would include the following key elements:

- It would be a 6-month pilot project beginning in June 2002. The pilot project would be coordinated with Environment Week/Clean Air Day/Commuter Challenge initiatives and it would be strongly positioned as a commitment by all of these organizations to protecting our environment by reducing auto congestion and air pollution.

- The employers would offer monthly bus passes to employees at a 30% discount and the Transit Department would rebate 10% to the employer.

- Each employer would be encouraged to have surveys conducted prior to the program being implemented and near the end of the program. This would provide additional information to assess the overall benefits.

By undertaking this program on a "pilot project" basis, it allows the Transit Department and the employer to assess the benefits, costs, and operational considerations. Assuming both parties are satisfied with the results of the pilot project, a longer-term agreement would be signed with flexibility for both parties to discontinue the program should circumstances change.

The program direct costs for development and promotion are covered in the existing Transit budget. It is conservatively expected to be revenue neutral at minimum, and has the potential to substantially increase transit ridership and revenues. The risks to the City and Transit are minimized for two reasons:

- Surveys would be conducted where appropriate within organizations before implementing the pilot project to determine the existing transit usage, ridership patterns, and revenues. This will

allow the Transit Department and the employer to assess the potential risks and benefits.

- The program has been structured with the employer providing the largest portion of the discount in a 3:1 ratio with the Transit rebate. Employers would have the option of offering greater or lower discounts, but the original 5:1 sharing formula would apply in these circumstances. For example, an employer deciding to offer only a 20% discount would receive only a 4% rebate from Transit. Similarly, an employer deciding to offer a 40% discount would receive a 12% rebate (ie. 10% rebates on the first 30% discount plus 2% rebate on the next 10% discount).

The following information summarizes the financial impact at the 30% level. For example purposes, it has been assumed that an employer currently has 100 employees purchasing monthly bus passes. This would currently provide $6,355 monthly in revenues to Transit. If the employer were to offer passes for sale at a 30% discount, the Transit discount to the employer would be 10% or $635.50. Based on this, only 11 additional monthly passes would have to be sold for the program to break even (ie. $635.50 / $57.20 net revenue after rebate to Transit for additional pass sales). This is very achievable given the substantial discount offered by the employer and the results of the pilot project experienced at Manitoba Public Insurance.

The Employer Sponsored Bus Pass Program has the potential to provide significant benefits for employers, employees, the Transit Department and our environment. The Transit Department is requesting approval/authority to negotiate and conclude pilot project arrangements with potential participants per the details outlined in this report, with a view to maintaining the arrangements if the pilot projects prove successful.

Council approval is required for Transit fare adjustments.

The Financial Impact Statement is outlined on Attachment "A".

On April 2, 2002, the Standing Policy Committee on Public Works considered a report dated March 14, 2002, from the Director of Transit and approved the following amendment, which has been incorporated into the recommendations set out below, namely:

- Recommendation II, be added as follows:

  II. That the Employer Sponsored Bus Pass Program be reviewed in six months for report back to the Standing Policy Committee on Public Works.

The Standing Policy Committee on Public Works recommends:

I. That the Transit Department be granted authority to negotiate and commit to EcoPass (Employer Sponsored Bus Pass Program) agreements under which the Transit Department would provide:

   A. A 10% rebate to employers on the price of adult monthly bus passes based on the employer selling passes to its employees at a 30% discount, and

   B. Any discounts below or above the 30% level would be based on a 5:1 ratio (i.e. 1% rebate from Transit for every 5% discount offered by the employer to employees).

II. That the Employer Sponsored Bus Pass Program be reviewed in six months for report back to the Standing Policy Committee on Public Works.

III. That the Proper Officers of the City be authorized to do all things necessary to implement the foregoing, including the execution of documents related thereto.

Attachment "A" referred to in Clause 2 of the Report of the Standing Policy Committee on Public Works dated April 2, 2002

Financial Impact Statement:

Project Name: EcoPass (Employer Sponsored Bus Pass) Program

Date: March 14, 2002 First Year of Program **2002**

	2002	2003	2004	2005	2006
Capital					
Capital Expenditures Required	$ -	$ -	$ -	$ -	
Less: Existing Budgeted Costs	-	-	-	-	
Additional Capital Budget Required	$ -	$ -	$ -	$ -	$ -
Funding Sources:					
Debt - Internal					
Debt - External					
Grants (Enter Description Here)					
Reserves, Equity, Surplus					
Other - Enter Description Here					
Total Funding	$ -	$ -	$ -	$ -	$ -
Total Additional Capital Budget Required	$ -				
Total Additional Debt Required	$ -				
Current Expenditures/Revenues					
Direct Costs	$ 10,000	$ -	$ -	$ -	$ -
Less: Incremental Revenue/Recovery	-	-	-	-	-
Net Cost/(Benefit)	$ 10,000	$ -	$ -	$ -	$ -
Less: Existing Budget Amounts	10,000	-	-	-	
Net Budget Adjustment Required	$ -	$ -	$ -	$ -	$ -

Additional Comments: The direct costs for this program include printing and promotion and are covered in the existing Transit budget. It has been conservatively estimated that this program is expected to be revenue neutral at minimum, and will potentially generate additional funds through increased Transit ridership. The results of the pilot project will provide further information for future year projections.

Manager of Finance & Administration

Local Improvement District Initiation By-laws - Lord Avenue and Parkwood Place Community Ring Dikes

File SL-1 (Vol. 21)

3. On June 23, 1999, Council adopted the recommendation of 2 reports of the Standing Policy Committee on Public Works dated May 31, 1999 titled: 1) Secondary Diking Enhancements - Community Ring Dikes - Policy on Funding and Maintenance; and 2) Canada-Manitoba-City of Winnipeg Agreement on Secondary Diking Enhancements.

In November 1999, the Canada-Manitoba-City of Winnipeg Agreement on Secondary Diking Enhancements was finalized.

On September 26, 2001, Council approved the Priorities for the Secondary Diking Enhancements Program, including the Lord Avenue and Parkwood Place community ring dike projects.

Pursuant to Section 392.1(2)(b) of The City of Winnipeg Act, Council may by by-law designate a committee of the council to conduct one or more public hearings as required by the local improvement district legislation.

The Canada-Manitoba-City of Winnipeg Agreement of Secondary Diking Enhancements is a funding agreement that provides a total of $11.135 million towards secondary diking projects. Canada and Manitoba are each contributing $5.2 million and the City of Winnipeg is contributing $735,000.00. The funding is allocated to a Community Ring Dike Sites Feasibility Study ($400,000.00), and design and construction of individual flood proofing projects ($4,400,000) and community ring dikes ($6,335,000). Pursuant to the Council order on June 23, 1999, the City's share of community ring dike costs is to be recovered from the benefiting property owners through the local improvement process.

On September 26, 2001, Council adopted "The Priorities for the Secondary Diking Enhancements Program", which included the Lord Avenue and Parkwood Place Community Ring Dike projects. The total estimated cost of the Lord Avenue Community Ring Dike is $1.393 million, and the City's share is 10% or $139,300.00. The total estimated cost of the Parkwood Place Community Ring Dike is $265,000.00 and the City's share is $26,500.00.

The City of Winnipeg Act provides a mechanism for conducting district local improvements. In the cases of the Lord Avenue Community Ring Dike and the Parkwood Place Community Ring Dike, the benefiting properties are readily identifiable and have been consulted on flood mitigation options through a series of public meetings. An informal community vote has been undertaken in each project area that indicates a willingness to proceed with each of the projects for construction of the community ring dikes and those works necessarily incidental thereto.

A series of local improvement initiatives have been initiated for other community ring dike projects under the Canada-Manitoba-City of Winnipeg Agreement on Secondary Diking Enhancements, namely the Grande Pointe/Hallama Drive project, Kingston Crescent/Row project and Kilkenny Drive North project. The Riel Community Committee was designated as the District Proposal Committee for these projects since these projects are within the Riel Community. Similarly, the Lord Avenue Community Ring Dike and the Parkwood Place Community Ring Dike projects are within the Riel Community and therefore the Riel Community Committee has been recommended as the District Proposal Committee for each of those local improvement districts.

The next step in the process will be the conduct of public hearings by the District Proposal Committee where the property owners again have an opportunity for input into the process. This is followed by amendments to the District Proposal if deemed necessary by the District Proposal Committee who will then provide its advice and recommendations to Council. If Council gives first reading to the District Proposal it then proceeds to the "notice of objection" stage in the process. This is the opportunity for the property owners to cast their vote against increased flood protection in their respective communities.

The Financial Impact Statement for this project is shown on Attachment "A" and has been prepared in accordance with the recommendation adopted by Council on December 13, 2000.

The Standing Policy Committee on Public Works recommends:

I. That Council direct the Administration to prepare a Local Improvement District Initiation Bylaw for the Lord Avenue Community Ring Dike Local Improvement District that will designate the Councillors of the Riel Community Committee as the committee of Council (District Proposal Committee) to conduct public hearings as required for the Lord Avenue Community Ring Dike Local Improvement District.

II. That Council direct the Administration to prepare a Local Improvement District Initiation Bylaw for the Parkwood Place Community Ring Dike Local Improvement District that will designate the Councillors of the Riel Community Committee as the committee of Council (District Proposal Committee) to conduct public hearings as required for the Parkwood Place Community Ring Dike Local Improvement District.

III. That the Proper Officers of the City be authorized to do all things necessary to effect the intent of the foregoing, including the execution of any documents related thereto.

Attachment “A” referred to in Clause 3 of the Report of Standing Policy Committee on Public Works dated April 2, 2002

Financial Impact Statement **Date:** March 15, 2002

COMMENTS: The City's share of the projects is to be recovered through the Local Improvement process, therefore there is no financial impact.

Moira L. Geer C.A.
Manager of Finance & Administration

REPORT OF THE

STANDING COMMITTEE ON FISCAL ISSUES

DATED APRIL 9, 2002

Report of the Standing Committee on Fiscal Issues dated April 9, 2002

Recommendations for Entertainment Funding By-law Exemptions - April 2002
File FL-6 (Vol. 25)

1. The Standing Committee on Fiscal Issues has been advised that in accordance with due process, the Corporate Finance Department has conducted a consistent and thorough review of all applications received for exemption from The Entertainment Funding By-law in accordance with the criteria set forth in the By-law and Schedule "B" thereto.

The financial impact of approving these applications for exemption from the entertainment funding tax is unknown. The tax revenue that could be generated from events hosted by these organizations cannot be quantified, as the events have not yet occurred.

Pursuant to its review, the Standing Committee on Fiscal Issues concurred in the administrative recommendation and recommends:

I. That the following amusements and/or places of amusement, which meet the criteria set forth in Schedule "B" of The Entertainment Funding By-law No. 7710/2000, be listed in Schedule "A" thereto, namely:

1. Mayworks Festival Inc.
2. 2002 North American Indigenous Games
3. Transcona Gardeners Club
4. Polish Dance Ensemble S.P.K. Iskry

II. That the City Solicitor/Manager of Legal Services be directed to prepare the necessary amending By-law in accordance with the foregoing for submission directly to Council for approval.

III. That the Proper Officers of the City be authorized to do all things necessary to implement the foregoing, including the execution of any documents related thereto.

REPORT OF THE

STANDING POLICY COMMITTEE ON PROPERTY AND DEVELOPMENT

DATED APRIL 2, 2002

Report of the Standing Policy Committee on Property and Development dated April 2, 2002

Proposed closing of parts of Julia Road, Gablehurst Crescent and the public lane west of Quantrell Bay

File DAC 21/2001

1. The Standing Policy Committee on Property and Development has been advised that the Planning, Property and Development Department has received a request from SEG Engineering Inc. to acquire the portions of Julia Road, Gablehurst Crescent and the public lane west of Quantrell Bay, contained within the limits of File DASZ 26/2001, to subdivide and rezone the lands identified on Misc. Plan No. 11272/2 (Attachment "A"). These rights-of-way do not physically exist and there is no apparent public use of the property.

The proposed street closing has been considered by all affected City Departments and public utilities. There are no administrative objections to the closing. The Water and Waste Department has stipulated that its approval of the closing is contingent on the applicant bearing the cost of abandoning or removing the water and sewer facilities in Julia Road.

The streets and lane will be incorporated into the subdivision and rezoning under File DASZ 26/2001. The area of the streets being created under File DASZ 26/2001 exceeds the area of the streets and lane being closed. In accordance with City Policy, these lands are to be transferred to the developer for the nominal sum of $1.00.

The streets and lane must be legally closed before they may be transferred to the applicant. Title to all public rights of way in Manitoba is vested in the name of the Province of Manitoba. The registration in the Winnipeg Land Titles Office of a closing by-law removes the public right of way status from the land and vests the ownership of the property in the City's name. The City is not entitled to dispose of the land until this has been done.

On November 20, 2001, the Riel Community Committee concurred in the recommendations contained in the report dated October 16, 2001, from the Real Property Officer, Planning, Property and Development Department and recommended approval of the proposed street closing.

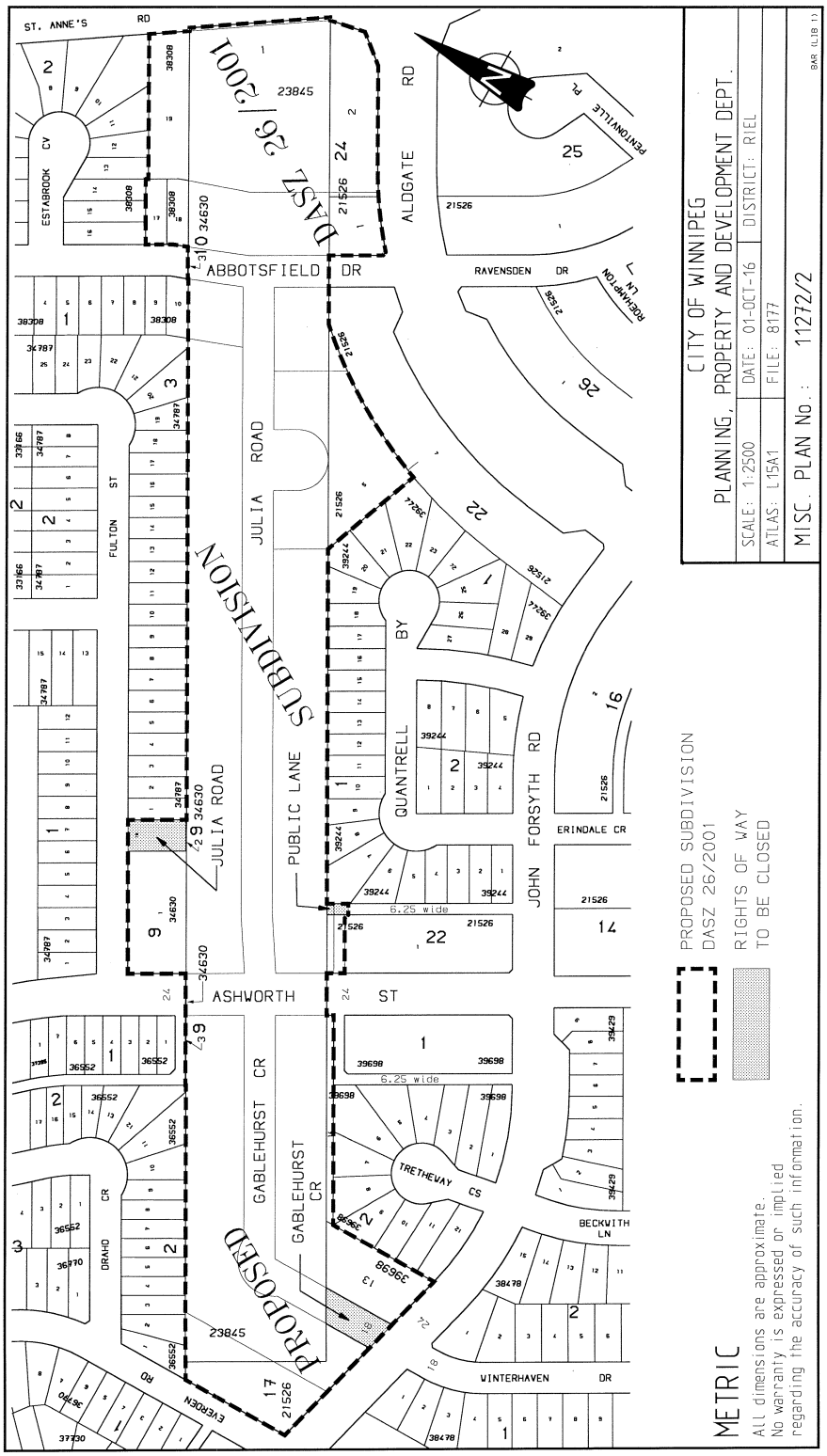
The Standing Policy Committee on Property and Development recommends:

I. That the City Solicitor/Manager of Legal Services be instructed to prepare the necessary by-law for submission to Council to effect the closing in accordance with Misc. Plan No. 11272/2 (Attachment "A").

II. That the Proper Officers of the City be authorized to do all things necessary to effect the intent of the foregoing.

Copies of the documents referred to in the above clause are on file in the office of the City Clerk.

Attachment “A” referred to in Clause 1 of the Report of the Standing Policy Committee on Property and Development dated April 2, 2002



Proposed Plan of Subdivision and Rezoning - land located at 1184 St. Anne's Road

File DASZ 25/2001

2. The Standing Policy Committee on Property and Development has been advised that an application has been received from Terra Firma Estates Ltd. (Alan Adams), 4th Floor, 200 Portage Avenue, Winnipeg, for approval of a plan of subdivision and related zoning change to Zoning By-law No. 6400/94 by rezoning the subject lands from an "A-5" Agricultural District to an "RM-2" Multiple-Family District and a "PR1" Parks and Recreation District for purposes of developing a six building condominium project.

The applicants propose to rezone the land in question after which they will construct six (6) three-storey condominium structures with a total of 151 units. The most easterly portion of the site is to be set aside as public open space and for Seine River waterway purposes.

On December 11, 2001 and March 12, 2002, the Riel Community Committee held public hearings to consider the subject subdivision and rezoning application. Four persons appeared in support of the application, one person registered in opposition thereto, and three persons registered for information thereon.

The Riel Community Committee concurred in part with the recommendations contained in the report dated December 3, 2001, from the Manager of Planning and Land Use, Planning Property and Development Department. The Community Committee recommended approval of the proposed subdivision and rezoning for the following reason:

1. The Riel Community Committee agreed with the administrative comments contained in the report dated December 3, 2001 from the Manager of Planning and Land Use.

On April 2, 2002, the Standing Policy Committee on Property and Development considered and concurred in the recommendations contained in the Subdivision and Zoning Change Report dated March 19, 2002, from the Riel Community Committee.

The Standing Policy Committee on Property and Development recommends:

I. That the plan of subdivision proposed under File DASZ 25/2001 be approved for preparation as a plan of subdivision by a Manitoba Land Surveyor in accordance with Schedule "A" for File DASZ 25/2001 dated December 3, 2001, for registration in the Winnipeg Land Titles Office, subject to the following:

A. That the Developer be required to enter into a Servicing Agreement with the City containing all the conditions outlined in the report of the Administrative Coordinating Group dated November 26, 2001, with the following amendments:

1. That Clause 6 be deleted in its entirety and replaced with the following:
"6. The Developer shall dedicate approximately 0.76 acres of land adjacent to the waterway lands as public open space, the area of which is more than ten (10) per cent of the developable land."

2. That a new Clause 8 be added as follows:
   "8. At the Developer's option, the costs identified in Clauses 1 and 4 (a) may be paid to the City by way of annual payments. The costs would be based on the rates prevailing at the time the payments begin and amortized over a period of up to ten (10) years including interest and a one percent (1%) per annum handling charge."

3. That a new Clause 9 be added as follows:
   "9. The Developer shall erect and maintain an information sign at the front of the property which highlights the proposed Seine River Corridor Trail; said sign is to be maintained until such time as the trail is constructed. The Developer's own site plans shall show the proposed Seine River Trail and signs shall be installed in the location of the proposed trail stating "Proposed Trail".

4. That a new Clause 10 be added as follows:
   "10. The Developer shall submit to the City, a copy of the condominium agreement for said development, which is to include a description of the proposed Seine River Trail and also indicate that said trail will be accessible to the general public."

II. That the Director of Planning, Property and Development be authorized to certify any documents in connection therewith.

III. That Zoning By-law No. 6400/94 be amended by rezoning the subject land as outlined on Schedule "A" for File DASZ 25/2001 dated December 3, 2001, to an "RM-2" Multiple-Family District and a "PR1" Parks and Recreation District, subject to the applicant entering into a Zoning Agreement with the City pursuant to Section 591(1) of The City of Winnipeg Act to apply to the subject site to include the following conditions:

   A. That the maximum number of dwelling units on site be restricted to 132.

   B. That the maximum height of any structure on site be three-storeys.

   C. That a minimum setback of sixteen (16) metres be established for all residential development abutting St. Anne's Road.

IV. That in the event this application is not proceeded with expeditiously and the by-law is not enacted within twenty-four (24) months after adoption of this report by Council, the matter shall be deemed to be concluded and shall not be proceeded with unless Council extends that time.

V. That the City Solicitor/Manager of Legal Services be requested to prepare the necessary by-law in accordance with the above.

VI. That the subdivision section of the by-law shall come into force and effect upon execution by the City of Winnipeg of the Servicing Agreement.

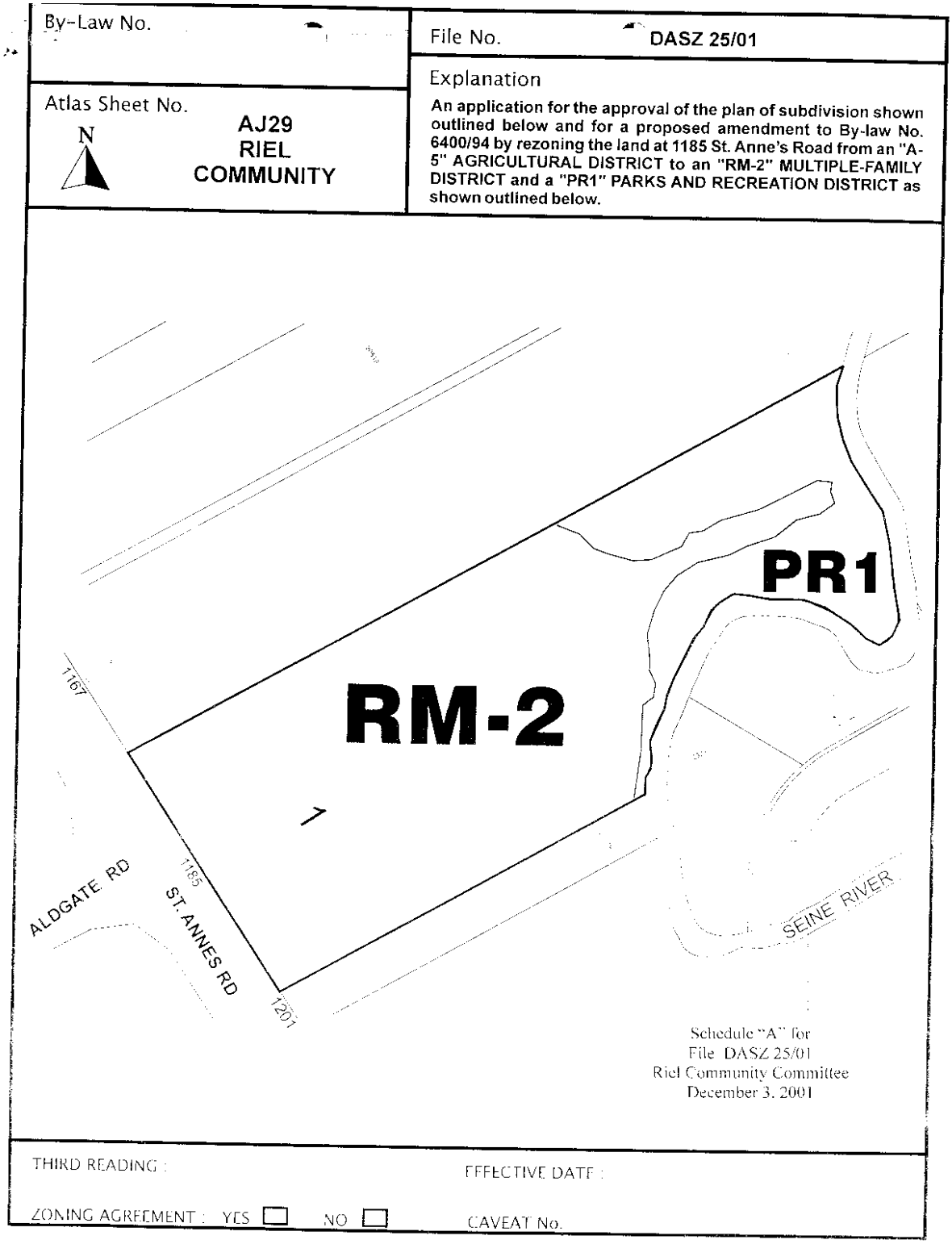
VII. That the zoning section of the by-law shall come into force and effect when the Plan of Subdivision has been registered in the Winnipeg Land Titles Office and when the Zoning Agreement has been filed by caveat as a first charge in the Winnipeg Land Titles Office against those lands provided that the said effective date occurs within twenty-four (24) months from the date that the said rezoning by-law is adopted by Council.

VIII. That the Plan of Subdivision shall be approved and signed by the Director of Planning, Property and Development within two (2) years of the date of passage of the aforementioned by-law.

IX. That in the event that the necessary City of Winnipeg mylar approval signatures have not been secured within twenty-four (24) months after adoption of the by-law, the matter shall be deemed to be concluded and shall not be proceeded with unless Council extends that time.

Copies of the documents referred to in the above clause are on file in the office of the City Clerk.

Attachment "A" referred to in Clause 2 of the Report of the Standing Policy Committee on Property and Development dated April 2, 2002



Proposed Plan of Subdivision and Rezoning - land located south of Templeton Avenue, north of Brenner Bay, west of Templeton Avenue
File DASZ 1/2002

3. The Standing Policy Committee on Property and Development has been advised that an application has been received from Genstar Development Company, 218 - 905 Waverley Street, Winnipeg, for approval of a plan of subdivision and related zoning change to Zoning By-law No. 6400/94 by rezoning the subject lands from an "A-5" Agricultural District to an "R1-4" Residential District to accommodate development of a 49 lot residential subdivision in Amber Trails.

On March 19, 2002, the Lord Selkirk-West Kildonan Community Committee held a public hearing to consider the subject subdivision and rezoning application. One person appeared in support of the application, and no one registered in opposition.

The Lord Selkirk-West Kildonan Community Committee concurred in part with the recommendations contained in the report dated March 11, 2002, from the Manager of Planning and Land Use, Planning, Property and Development Department. The Community Committee recommended approval of the proposed subdivision and rezoning for the following reason:

1. The amendments to the Administrative Coordinating Group report recommended by the Lord Selkirk-West Kildonan Community Committee are based on the belief that the Developer has already paid for some of the improvements in previous development phases.

On April 2, 2002, the Standing Policy Committee on Property and Development considered the Subdivision and Zoning Change Report dated March 25, 2002, from the Lord Selkirk-West Kildonan Community Committee, along with supplementary documentation submitted by the Administration, and approved the following amendments, which have been incorporated into the recommendations set out below, namely:

- Delete in its entirety Recommendation I.A.1. as follows:
  "That the TSR rate in Clause 3. I) be reduced to $7,001.00 per acre in order to be consistent with TSR rates charged in earlier development phases."
- Renumber the remaining recommendations under Recommendation I.A.

The Standing Policy Committee on Property and Development recommends:

I. That the plan of subdivision proposed under File DASZ 1/2002 be approved for preparation as a plan of subdivision by a Manitoba Land Surveyor in accordance with Schedule "A" for File DASZ 1/2002 dated March 11, 2002, for registration in the Winnipeg Land Titles Office, subject to the following:

A. That the Developer be required to enter into an Addendum to Development Agreement AG 3/96 with the City containing all the conditions outlined in the report of the Administrative Coordinating Group dated March 5, 2002, with the following amendments:

1. That Clause 4 be deleted in its entirety.

2. That the improvement charges included in Clause 5 for the future development of Templeton Avenue be deferred by way of registering caveats against the lands fronting Templeton Avenue, requiring the Developer to pay the above-referenced improvement charges at such time as the lands fronting Templeton Avenue are developed.

3. That Clause 8. iv) be deleted in its entirety.

II. That the Director of Planning, Property and Development be authorized to certify any documents in connection therewith.

III. That Zoning By-law No. 6400/94 be amended by rezoning the subject land as shown on Schedule "A" for File DASZ 1/2002 dated March 11, 2002, to an "R1-4" Residential District, and a "PR1" Parks and Recreation District.

IV. That in the event this application is not proceeded with expeditiously and the by-law is not enacted within twenty-four (24) months after adoption of this report by Council, the matter shall be deemed to be concluded and shall not be proceeded with unless Council extends that time.

V. That the City Solicitor/Manager of Legal Services be requested to prepare the necessary by-law in accordance with the above.

VI. That the subdivision section of the by-law shall come into force and effect upon execution by the City of Winnipeg of the Development Agreement.

VII. That the zoning section of the by-law shall come into force and effect when the Plan of Subdivision has been registered in the Winnipeg Land Titles Office.

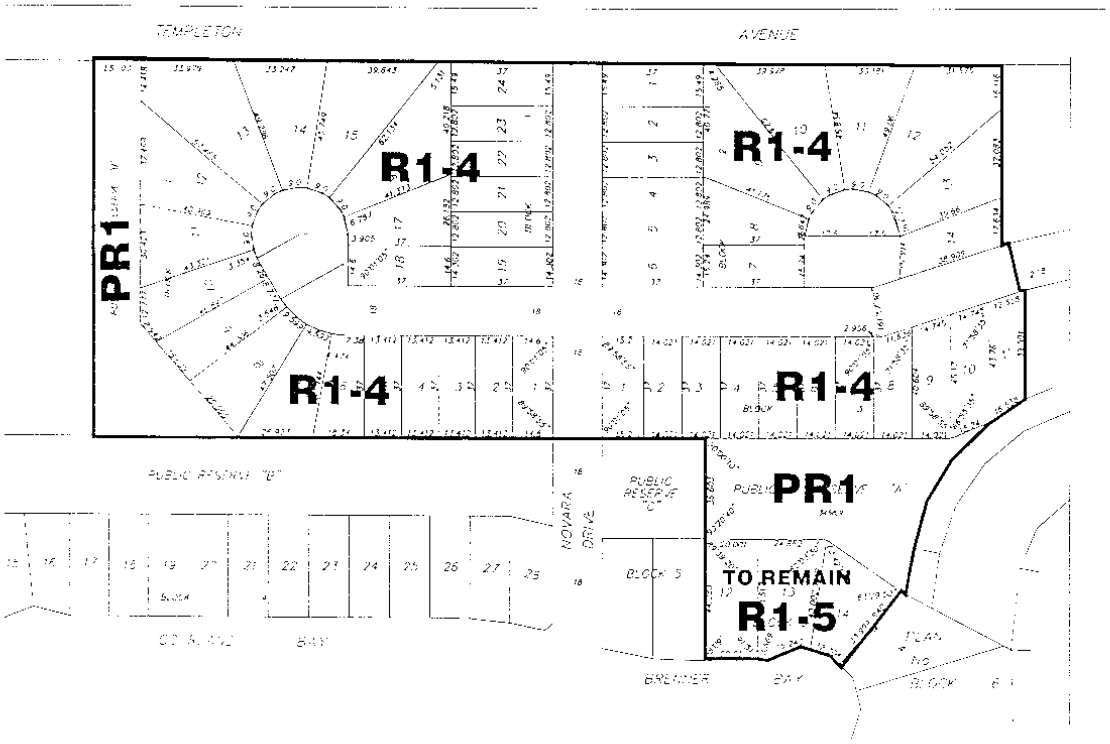
VIII. The Plan of Subdivision shall be approved and signed by the Director of Planning, Property and Development within two (2) years of the date of passage of the aforementioned by-law.

IX. In the event that the necessary City of Winnipeg mylar approval signatures have not been secured within twenty-four (24) months after adoption of the by-law, the matter shall be deemed to be concluded and shall not be proceeded with unless Council extends that time.

Copies of the documents referred to in the above clause are on file in the office of the City Clerk.

Attachment "A" referred to in Clause 3 of the Report of the Standing Policy Committee on Property and Development dated April 2, 2002

By-Law No.	File No. **DASZ 1/2002**
Atlas Sheet No. R22 LORD SELKIRK WEST KILDONAN COMMUNITY	Explanation An application for the approval of the plan of subdivision shown outlined below and for a proposed zoning change to By-law No. 6400/94 by rezoning the land located south of Templeton Avenue north of Brenner Bay from an "A.5" AGRICULTURAL DISTRICT to an "R1-4" SINGLE-FAMILY DISTRICT and a "PR1" PARKS AND RECREATION DITRICT as shown outlined below.



Schedule "A" for File DASZ 2/2002
Lord Selkirk-West Kildonan Community Committee
March 11, 2002

THIRD READING :	EFFECTIVE DATE :
ZONING AGREEMENT : YES ☐ NO ☐	CAVEAT No.

Proposed Plan of Subdivision and Rezoning - land located at the northeast corner of Kenaston and McGillivray Boulevards

File DASZ 3/2002

4. The Standing Policy Committee on Property and Development has been advised that an application has been received from ND-Lea Engineers & Planners Inc. (Donovan Toews) on behalf of First Professional Management Inc., c/o 111 – 93 Lombard Avenue, Winnipeg, for approval of a plan of subdivision and related zoning change to Zoning By-law No. 6400/94 by rezoning the subject lands from an "MP-1" Industrial District and an "MP-2" Industrial District to a "C2" Commercial District to allow for commercial development.

The site is the First Professional Shopping Centre. The proposal is to construct an 110,000 square foot home improvement centre on a pad site situated between the existing Safeway and Wal-Mart stores.

On March 12, 2002, the Assiniboia Community Committee held a public hearing to consider the subject subdivision and rezoning application. Two persons appeared in support of the application, and no one registered in opposition thereto.

The Assiniboia Community Committee concurred in the recommendations contained in the report dated March 4, 2002, from the Manager of Planning and Land Use, Planning, Property and Development Department. The Community Committee recommended approval of the proposed subdivision and rezoning for the following reason:

1. The Assiniboia Community Committee agreed with the administrative comments contained in the report dated March 4, 2002 from the Manager of Planning and Land Use.

On April 2, 2002, the Standing Policy Committee on Property and Development considered and concurred in the recommendations contained in the Subdivision and Zoning Change Report dated March 15, 2002, from the Assiniboia Community Committee.

The Standing Policy Committee on Property and Development recommends:

I. That the plan of subdivision proposed under File DASZ 3/2002 be approved for preparation as a plan of subdivision by a Manitoba Land Surveyor in accordance with Schedule "A" for File DASZ 3/2002 dated March 4, 2002, for registration in the Winnipeg Land Titles Office.

II. That the developer be required to pay to the City ten percent (10 %) cash dedication in lieu of land dedication, to be calculated on the basis of the increase in market value of the rezoned land.

III. That the applicant be required to enter into a Subdivision Agreement to ensure access to Proposed Lot 2 over existing Lot 2, Block 1, Plan 36840, to and from all approaches from adjacent public rights-of-way, said agreement to be registered by way of a caveat in the Winnipeg Land Titles Office.

IV. That Zoning By-law No. 6400/94 be amended by rezoning the subject land as shown on Schedule "A" for File DASZ 3/2002 dated March 4, 2002, to a "C2" Commercial District and an "MP-1" Industrial District, subject to the applicant entering into a Zoning Agreement with the

City pursuant to Section 591(1) of The City of Winnipeg Act to apply to Proposed Lot 2 to include the following conditions:

A. No building, structure or works shall be erected or located on the land and no building permit issued for construction on the land unless and until final construction plans, indicating the design and location of proposed buildings, including elevations and details of exterior finishing materials, accessory parking and loading areas, vehicular access to the site and onsite traffic circulation, fencing, landscaping and garbage enclosures, are submitted to and approved by the Chief Administrative Officer or designate and the Assiniboia Community Committee, and thereafter identified by the signature of the Chief Administrative Officer or designate under the designation of Schedule "A" to Zoning Agreement File DASZ 3/2002, and no building, structure or works shall be erected or located on the land except in accordance with Schedule "A" and amendments to that schedule or this agreement.

B. The following uses shall not be permitted on the land:
   1. amusement enterprise, outdoor
   2. animal pound, animal training, kennel
   3. automobile, including motorcycle: cleaning (principal use)
   4. automobile, including motorcycle: repair, service, installation of supplies/parts (principal use)
   5. automobile, including motorcycle: rental, sales
   6. boat: sales, service
   7. boat docking/launching, boat rental, marina
   8. contractors establishment
   9. exterminator
   10. outdoor flea market
   11. machinery/heavy equipment supplies and parts: sales, installation, service
   12. mobile home park
   13. motors or machines, recreational or utility, including power toboggans
   14. outboard motors, lawn mowers: rental, sales, service (principal use)
   15. pawnshop
   16. sign, advertising
   17. taxidermist

C. Mobile advertising signs shall be prohibited on the land except for a period of fourteen (14) days upon issuance of a new occupancy permit.

D. That no outdoor storage occur on the lands.

V. That the Director of Planning, Property and Development be authorized to certify any documents in connection therewith.

VI. That the zoning section of the by-law shall come into force and effect when the Plan of Subdivision has been registered in the Winnipeg Land Titles Office and the Zoning Agreement has been filed by caveat as a first charge in the Winnipeg Land Titles Office against those lands provided that the said effective date occurs within twenty-four (24) months from the date that the said rezoning by-law is adopted by Council.

VII. That in the event this application is not proceeded with expeditiously and the by-law is not enacted within twenty-four (24) months after adoption of this report by Council, the matter shall be deemed to be concluded and shall not be proceeded with unless Council extends that time.

VIII. That the City Solicitor/Manager of Legal Services be requested to prepare the necessary by-law in accordance with the above.

IX. The Plan of Subdivision shall be approved and signed by the Director of Planning, Property and Development within two (2) years of the date of passage of the aforementioned by-law.

X. In the event that the necessary City of Winnipeg mylar approval signatures have not been secured within twenty-four (24) months after adoption of the by-law, the matter shall be deemed to be concluded and shall not be proceeded with unless Council extends that time.

Copies of the documents referred to in the above clause are on file in the office of the City Clerk.

Attachment "A" referred to in Clause 4 of the Report of the Standing Policy Committee on Property and Development dated April 2, 2002

By-Law No. _____

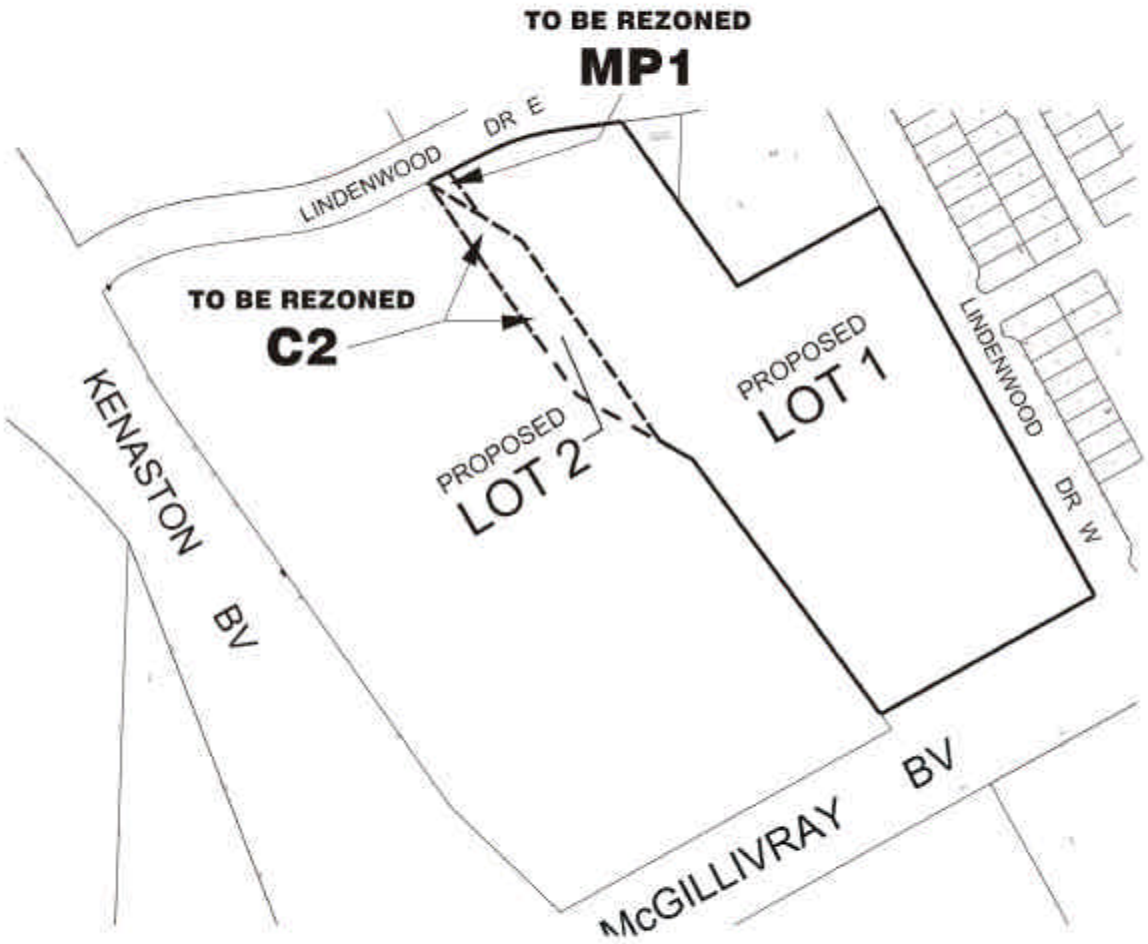
File No. **DASZ 3/02**

Atlas Sheet No. **AH20 ASSINIBOIA COMMUNITY**

N

Explanation

An application for the approval of the plan of subdivision shown outlined below and for a proposed zoning change to By-law No. 6400/94 by rezoning the land on the northeast corner of Kenaston Boulevard and McGillivray Boulevard from an "MP1" INDUSTRIAL DISTRICT and an "MP2" INDUSTRIAL DISTRICT to a "C2" COMMERCIAL DISTRICT and an "MP1" INDUSTRIAL DISTRICT as shown outlined below.



THIRD READING : _____ EFFECTIVE DATE : _____

ZONING AGREEMENT : YES ☐ NO ☐ CAVEAT No. _____

Report of the Standing Policy Committee on Property and Development dated April 2, 2002

Proposed Rezoning - land located at 248 St. Anne's Road

File DAZ 201/2002

5. The Standing Policy Committee on Property and Development has been advised that an application has been received Tacium, Vincent, Orlikow, 246-A St. Anne's Road, Winnipeg, to amend Zoning By-law No. 6400/94 by rezoning the land shown from an "R2" Residential District to a "C2" Commercial District to allow for an accessory parking area for a law firm located at 246A St. Anne's Road.

The applicants propose to demolish the aging dwelling on the subject site and convert the lot into a surfaced parking area (18 stalls) for their law practice on the adjacent lot at 246 St. Anne's Road.

On March 12, 2002, the Riel Community Committee held a public hearing to consider the subject rezoning application. One person appeared in support of the application, and no one registered in opposition thereto.

The Riel Community Committee concurred in the recommendations contained in the report dated March 5, 2002, from the Manager of Planning, Property and Development Department. The Community Committee recommended approval of the proposed rezoning for the following reason:

1. The Riel Community Committee agreed with the administrative comments contained in the report dated March 5, 2002 from the Manager of Planning and Land Use.

On April 2, 2002, the Standing Policy Committee on Property and Development considered and concurred in the recommendations contained in the Zoning Change Report dated March 19, 2002, from the Riel Community Committee.

The Standing Policy Committee on Property and Development recommends:

I. That Zoning By-law No. 6400/94 be amended by rezoning the subject land as shown on Schedule "A" for File DAZ 201/2002 dated March 5, 2002, to a "C2" Commercial District.

II. That a ten percent (10%) dedication be made by a payment of a sum of money to the City in lieu of the requirement for land dedication based on the increase in the market value of the land.

III. That in the event this application is not proceeded with expeditiously and the by-law is not enacted within twenty-four (24) months after adoption of this report by Council, the matter shall be deemed to be concluded and shall not be proceeded with unless Council extends that time.

IV. That the City Solicitor/Manager of Legal Services be requested to prepare the necessary rezoning by-law and forward same to Council for all three readings.

V. That the City Solicitor/Manager of Legal Services be requested to do all things necessary for implementation in accordance with the terms of The City of Winnipeg Act.

Copies of the documents referred to in the above clause are on file in the office of the City Clerk.

Report of the Standing Policy Committee on Property and Development dated April 2, 2002

Attachment "A" referred to in Clause 5 of the Report of the Standing Policy Committee on Property and Development dated April 2, 2002

By-Law No. _____

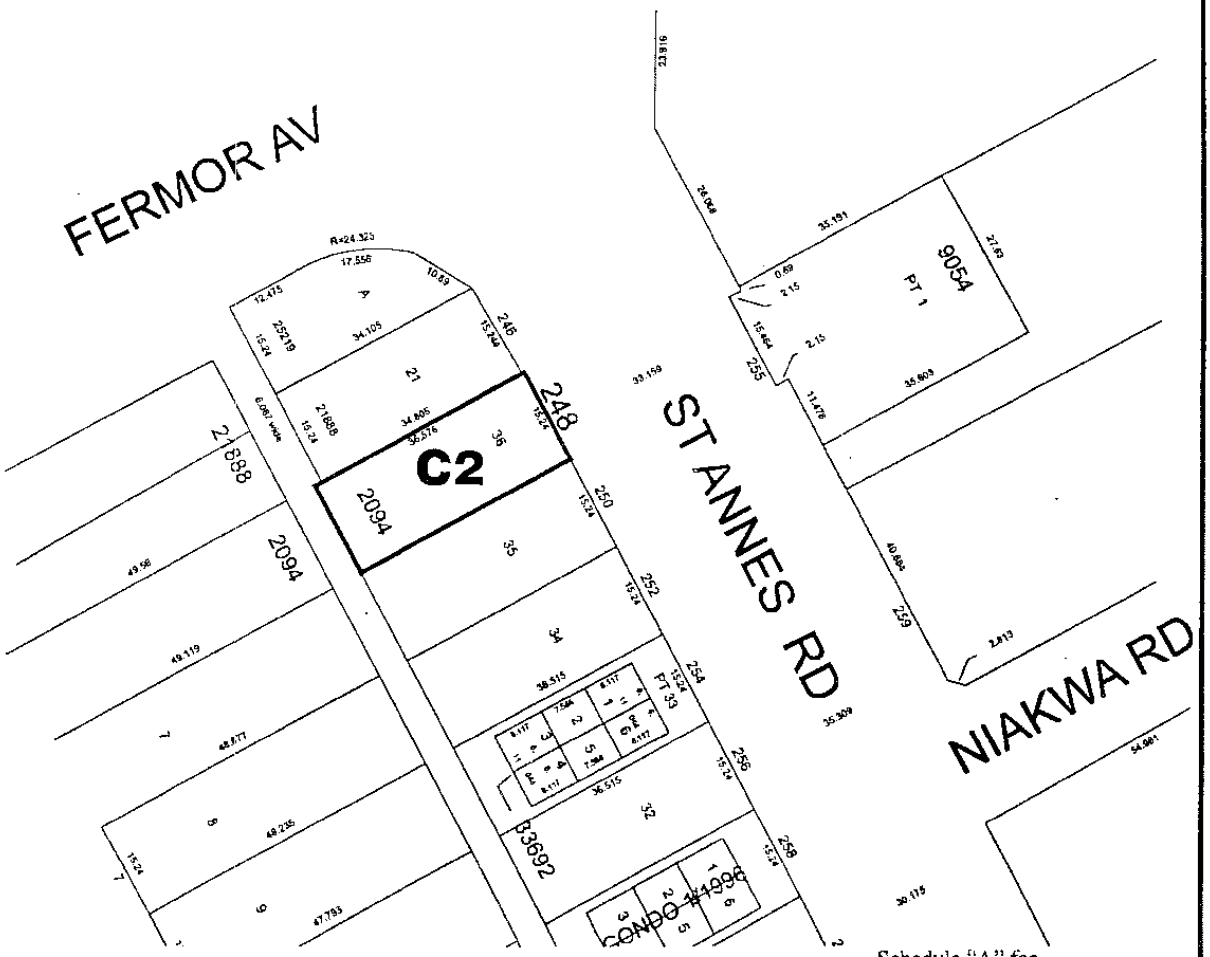
File No. D[illegible] 201/02

Atlas Sheet No. AE27 RIEL COMMUNITY

N

Explanation

A proposed zoning change to By-law No. 6400/94 by rezoning the land located at 248 St. Anne's Road from an "R2" SINGLE-FAMILY DISTRICT to a "C2" COMMERCIAL DISTRICT as shown outlined below.



Schedule "A" for
File DAZ 201/02
Riel Community Committee
March 5, 2002

THIRD READING : _____ EFFECTIVE DATE : _____

ZONING AGREEMENT : YES ☐ NO ☐ CAVEAT No. _____

Proposed Partial Assignment of Servicing Agreement AG 4/2001 from 4293631 Manitoba Limited to Wal-Mart Canada Corporation

File DASZ 4/2001

6. The Standing Policy Committee on Property and Development has been advised that Council on June 20, 2001, approved an application under File DASZ 4/2001 to rezone land and create three commercial sites on the west side of McPhillips Street between Court Avenue and Templeton Avenue. Approval of File DASZ 4/2001 was subject to a number of conditions including that the developer enter into a Servicing Agreement with the City.

The Servicing Agreement dealt with the installation of services and modification of traffic signals in order to provide proper servicing and access for the three sites. Council on June 20, 2001, enacted the required subdivision/rezoning by-law, but the approved plan of subdivision will not be released for registration in the Land Titles Office unless and until the required Servicing Agreement has been executed by the Developer. It is expected that the draft servicing agreements will be presented to the Developer on or before March 29, 2002 for execution.

The Developer's solicitor has advised the Land Development Branch of the Planning, Property and Development Department, that the Developer has sold one of the sites to Wal-Mart Canada Corporation and the purchase and sale agreement provides for a partial assignment of Servicing Agreement AG 4/2001, from 4293631 Manitoba Limited to Wal-Mart Canada Corporation. to the extent that it affects Wal-Mart's site.

All Servicing and Development Agreements contain a provision that the Agreements are not assignable without the consent of the City first being had and obtained in writing which consent is not to be unreasonably withheld. Council has not delegated the authority for consenting to the assignment of servicing agreements.

The developer's request has been evaluated by the Administration and it has been determined that it would be in order to consent to the assignment. Prior to the issuance of a building permit to Wal-Mart Canada Corporation all payments and the posting of standby letters of credit.

The Standing Policy Committee on Property and Development recommends:

I. That the City consent to the partial assignment of Servicing Agreement AG 4/2001 from 4293631 Manitoba Limited to Wal-Mart Canada Corporation to the extent affecting the Wal-Mart site to the satisfaction of the City Solicitor/Manager of Legal Services.

II. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing, including the execution of any documents related thereto.

Copies of the documents referred to in the above clause are on file in the office of the City Clerk.

Proposed Street Name Change - Sterling Lyon Parkway to Wilkes Avenue File SC-3.14(32) (Vol. 2)

7. The Standing Policy Committee on Property and Development has been advised that in the process of preparing the report and the subsequent passage of By-law No. 6399/96, which changed a portion of Victor Lewis Drive to Wilkes Avenue, a portion of Sterling Lyon Parkway, which falls between the two segments of Wilkes Avenue was omitted. Therefore the land shown shaded on Misc. Plan No. 11471 (Attachment "A") is still named Sterling Lyon Parkway. Therefore, it is now necessary to rename "Sterling Lyon Parkway" to "Wilkes Avenue" to make it continuous with the remainder of Wilkes Avenue.

On March 12, 2002, the Assiniboia Community Committee concurred in the recommendations contained in the report dated March 6, 2002, from the Subdivision Officer, Planning, Property and Development Department and recommended that the currently registered street name “Sterling Lyon Parkway” as outlined on Misc. Plan No. 11471 (Attachment “A”) be changed to “Wilkes Avenue”.

The Standing Policy Committee on Property and Development concurred in the recommendations of the Assiniboia Community Committee and recommends:

I. That the currently registered street name "Sterling Lyon Parkway" as shown on Misc. Plan No. 11471 (Attachment "A") be changed to "Wilkes Avenue", and that Council authorize the following:

A. That the Director of Planning, Property and Development be requested to provide the necessary legal description to the City Solicitor/Manager of Legal Services for the purpose of preparing a by-law,

B. That the City Solicitor/Manager of Legal Services be requested to prepare the necessary by-law for approval by Council for registration in the Winnipeg Land Titles Office and that street name change become effective upon third reading,

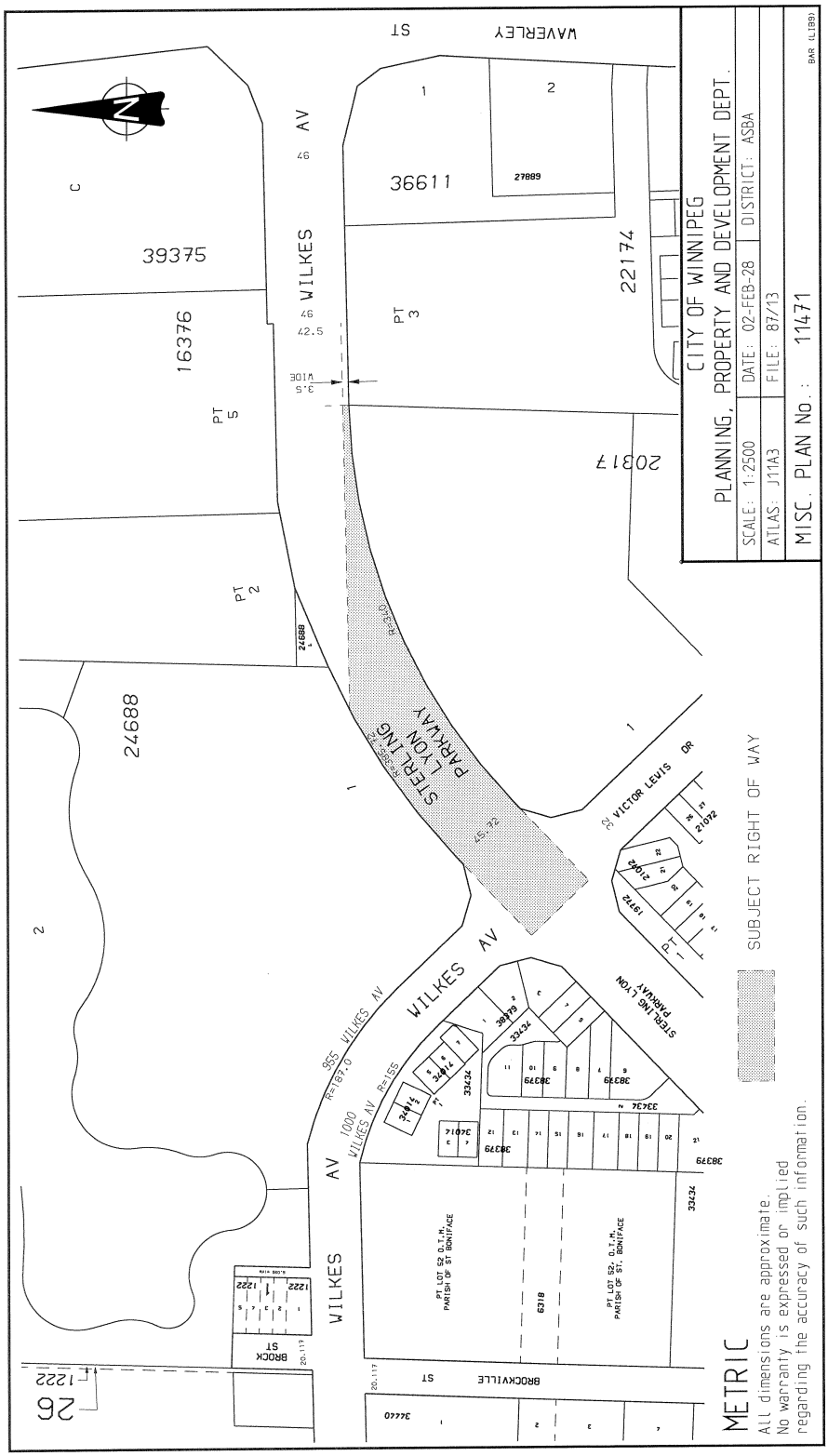
C. That the City Solicitor/Manager of Legal Services, upon passage and adoption of the by-law by Council, be authorized to publish the street name change in two daily newspapers having a general circulation throughout the City of Winnipeg,

D. That the City Clerk be requested, upon passage of the by-law, to provide the relevant Community Clerk with a copy of the by-law and this report for the purpose of changing all pertinent records and notifying all persons affected by the by-law.

II. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing, including the execution of any documents related thereto.

Copies of the documents referred to in the above clause are on file in the office of the City Clerk.

Attachment "A" referred to in Clause 7 of the Report of the Standing Policy Committee on Property and Development dated April 2, 2002



Proposed Street Name Change - Stradbrook Avenue to Harkness Avenue File SC-3.14(32) (Vol. 2)

8. The Standing Policy Committee on Property and Development has been advised that in 1975, Council passed By-law No. 888/75, a by-law changing certain street names in the City. One of the streets whose name was changed under that by-law was described as a public lane on a plan registered in the Winnipeg Land Titles Office as No. 9124. This lane was renamed Stradbrook Avenue.

In July 1999, Council passed By-law No. 7475/99, a by-law changing certain street names in the Harkness/Mayfair/River/Stradbrook area. In preparing the description of the streets to be renamed as Harkness Avenue in that by-law, Plan 9124 was erroneously omitted. Consequently, the portion of the street shown shaded on Misc. Plan No. 11462 (Attachment "A") is still legally known as Stradbrook Avenue. Therefore it is now necessary to rename "Stradbrook Avenue" to "Harkness Avenue" to reflect it's existing use.

On March 5, 2002, the City Centre Community Committee concurred in the recommendations contained in the report dated February 20, 2002, from the Subdivision Officer, Planning, Property and Development Department, and recommended that the currently registered street name "Stradbrook Avenue" as outlined on Misc. Plan No. 11462 (Attachment "A") be changed to "Harkness Avenue".

The Standing Policy Committee on Property and Development concurred with the recommendations of the City Centre Community Committee and recommends:

I. That the currently registered street name "Stradbrook Avenue" as outlined on Misc. Plan No. 11462 (Attachment "A") be changed to "Harkness Avenue", and that Council authorize the following:

A. That the Director of Planning, Property and Development be requested to provide the necessary legal description to the City Solicitor/Manager of Legal Services for the purpose of preparing a by-law,

B. That the City Solicitor/Manager of Legal Services be requested to prepare the necessary by-law for approval by Council for registration in the Winnipeg Land Titles Office and that street name change become effective upon third reading,

C. That the City Solicitor/Manager of Legal Services, upon passage and adoption of the by-law by Council, be authorized to publish the street name change in two daily newspapers having a general circulation throughout the City of Winnipeg,

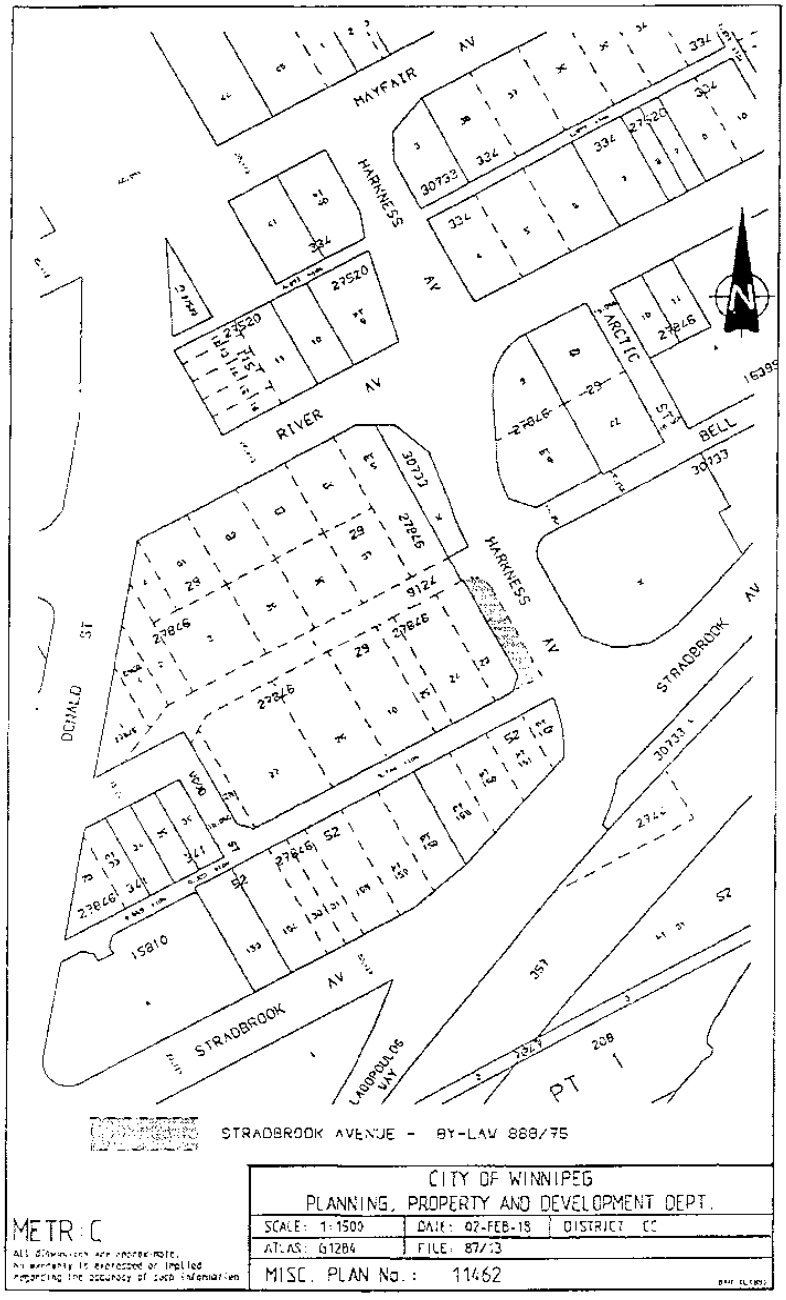
D. That the City Clerk be requested, upon passage of the by-law, to provide the relevant Community Clerk with a copy of the by-law and this report for the purpose of changing all pertinent records and notifying all persons affected by the by-law.

II. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing, including the execution of any documents related thereto.

Copies of the documents referred to in the above clause are on file in the office of the City Clerk.

Attachment "A" referred to in Clause 8 of the Report of the Standing Policy Committee on Property and Development dated April 2, 2002

Schedule "A" to Street Name Change Report
Stradbrook Avenue to Harkness Avenue
February 20, 2002



Report of the Standing Policy Committee on Property and Development dated April 2, 2002

Proposed Zoning Agreement Amendment – land located at 523 St. Anne's Road
File ZAA 20/2001 [c/r DAV 1032/2001D]

9. The Standing Policy Committee on Property and Development has been advised that an application has been received from Peter Anandranistakis, 40 Winestock Place, Winnipeg, to amend Zoning Agreement DAZ 262/82 (By-law No. 3441/83) by making provision for all of the permitted/conditional uses listed in the "C1-5" Commercial District category.

The applicant proposes to demolish the existing dwelling and construct a new one-storey building for a hair dressing business. There will be a four-stall parking lot to the rear, accessed off of Lavallee Road.

On April 12, 2002 the Riel Community Committee held a public hearing to consider the subject subdivision and rezoning application. One person appeared in support and no one registered in opposition thereto.

The Riel Community Committee concurred with the recommendations contained in the report dated February 12, 2002, from the Manager of Planning and Land Use, Planning, Property and Development Department. The Community Committee recommended approval of the proposed subdivision and rezoning for the following reason:

1. The Riel Community Committee agreed with the administrative comments contained in the report dated February 12, 2002, from the Manager of Planning and Land Use.

On April 2, 2002, the Standing Policy Committee on Property and Development considered and concurred in the recommendations contained in the Zoning Agreement Amendment Report dated March 1, 2002, from the Riel Community Committee.

The Standing Policy Committee on Property and Development recommends:

I. That Zoning Agreement DAZ 262/82 (By-law No. 3441/83) dated April 6, 1983, be amended such that all uses of the "C1-5" Commercial District zoning category which are permitted be listed as permitted and all uses listed as conditional be likewise listed as conditional.

II. That the City Solicitor/Manager of Legal Services be requested to prepare the necessary Amending Agreement to Zoning Agreement DAZ 262/82 (By-law No. 3441/83) dated April 6, 1983, as approved in Recommendation I.

III. That the Proper Officers of the City are hereby authorized to execute said Amending Agreement.

IV. That the City Solicitor/Manager of Legal Services be requested to do all things necessary for implementation in accordance with the terms of The City of Winnipeg Act.

Copies of the documents referred to in the above clause are on file in the office of the City Clerk.

REPORT OF THE

STANDING POLICY COMMITTEE ON PROPERTY AND DEVELOPMENT

DATED APRIL 4, 2002

Proposed Sale of City-owned Property at 505 Pritchard Avenue to Winnipeg Habitat for Humanity - Proposed Delegation of Authority to Director of Planning, Property and Development to approve sale of five additional sites to Winnipeg Habitat for Humanity
File FI-2.4(34) (Vol. 8) c/r GC-11 (Vol. 8)

1. The Standing Policy Committee on Property and Development has been advised that Winnipeg Habitat for Humanity approached the Planning, Property and Development Department with a request to acquire up to six (6) more vacant building sites in the Point Douglas Ward for the purposes of constructing single family residences on the single sites and, possibly, duplexes on the two double width sites on Magnus Avenue.

Pursuant to the City Policy on Sale/Lease of City lands to non-profit organizations, any properties sold or leased at less than market value are to be approved by the Standing Policy Committee on Property and Development. Acceptance of any Offers to Purchase require approval by Council in this instance to waive that part of the City Policy pertaining to the sale and lease of City-owned lands to non-profit organizations which requires all properties to revert back to the City at the conclusion of the economic life of the project.

As information, Winnipeg Habitat for Humanity acquired ten (10) building lots in this community in 2001 for the construction of single family residences in connection with the its Ed Schreyer Construction Project.

Winnipeg Habitat for Humanity (Habitat) proposes to construct two (2) dwellings at the now City-owned properties at 480 and 505 Pritchard Avenues. Four (4) other dwellings may be constructed on other sites that may become available.

The Lord Selkirk-West Kildonan Community advised on August 1, 2000 that it had no objections to the sale of 505 Pritchard Avenue. At least two of the other properties that may be considered for transfer to Habitat still need to be presented to the Community Committee for its consideration. However, the Community Committee has previously agreed to all of the proposed sales to Habitat.

The following six properties being considered by Winnipeg Habitat for Humanity, were acquired by the City through the tax sale process:

1) between 558 and 562 Pritchard Avenue, as outlined on Misc. Plan No. 11076
2) 576 Pritchard Avenue, as outlined on Misc. Plan No. 11335
3) 505 Pritchard Avenue, as outlined on Misc. Plan No. 10545/1
4) west of 588 Pritchard Avenue, as outlined on Misc. Plan No. 10693
5) between 547 and 555 Magnus Avenue, as outlined on Misc. Plan No. 10340
6) 278/284 Magnus Avenue, as outlined on Misc. Plan No. 10669

All of the properties are fully serviced and are suitable for residential development. Two (2) of the properties on Pritchard Avenue and two (2) properties on Magnus Avenue are immediately available. The remaining two properties are in various stages of the circularization process and may not be available within Winnipeg Habitat for Humanity's deadline, i.e. purchase and transfer by May 1, 2002.

Report of the Standing Policy Committee on Property and Development dated April 4, 2002

Under the present City Policy regarding sales at $1.00 to non-profit groups, the property is to return to the City at the end of its economic life. As the eventual owner of the property will be a third party, this portion of the Policy cannot apply and that particular clause must be removed.

As well, the intent of these sales would be to facilitate new construction by Habitat. However, the Planning, Property and Development Department is suggesting that in the event that substantial construction is not completed on each property within two (2) years from the date of sale, then the certificate of title for that property upon which there is no construction will revert back to the City.

The terms of sale proposed for the conveyance of 505 Pritchard Avenue are outlined on Schedule "A". These terms would also be applied to the sale of the other four (4) properties with such modifications as would be necessary to fit each circumstance.

The Real Estate Division of the Planning, Property and Development Department is supportive of the proposed sale of the properties to Winnipeg Habitat for Humanity for the following reasons:

1. There has been limited market demand for in-fill residential building lots in the area identified;
2. Sale of any or all of the properties would increase the City's realty tax base;
3. Should these proposed sales not be approved there is, at this time, a high degree of probability that a purchaser other than the applicant will not be found.

The Standing Policy Committee on Property and Development recommends:

I. That Council in this instance waive that portion of City Policy pertaining to the sale or lease of City lands to non-profit organizations (Council authority October 31, 1990) which requires that properties sold at less than market value revert back to the City at the conclusion of the economic life of the project.

II. That the sale of 505 Pritchard Avenue to Winnipeg Habitat for Humanity at a price of $1.00 and subject to the terms and conditions as negotiated (and as noted on Schedule "A"), be approved, subject to an additional condition requiring substantial completion of the construction upon this property within two years from the date of sale, failing which, title to the property will revert back to the City.

III. That subject to availability, the Director of Planning, Property and Development be delegated the authority to accept offers from Winnipeg Habitat for Humanity to purchase up to five (5) additional vacant City sites on Pritchard Avenue and other neighbourhood streets, at a price of $1.00 each and in accordance with the City's standard terms and conditions substantially as contained in Schedule "A", with an additional condition requiring substantial completion of the construction upon each property within two years from the date of sale, failing which, title to the property will revert back to the City.

IV. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing, including the execution of any documents related thereto and the preparation of any by-laws for submission directly to Council for approval.

Schedule "A" referred to in Clause 1 of the Report of the Standing Policy Committee on Property and Development dated April 4, 2002

OFFER TO PURCHASE

The Undersigned (hereinafter called "the Purchaser") hereby offers to purchase from The City of Winnipeg (the "City") the following lands: -

Part Lot 783, Plan 53

(hereinafter called the "lands")

for the sum of $1.00 cash, and upon the following terms and conditions:

1. (1) The date for adjustments shall be the date the sale is approved by the City's Standing Policy Committee on Property and Development and/or City Council (in the event that Council approval is required) and/or its delegated authority (Date of Approval).

(2) Date of closing shall be sixty-one (61) days following the date of adjustments.

(3) The Purchaser agrees to pay as an adjustment an amount equal to the total of such taxes, rates and charges which would have been levied or charged against the lands as though the lands had been entered on the assessment rolls of the City as privately-owned and subject to taxation, which adjustments shall be calculated from the date of adjustments to and including the last day of the current taxation year.

(4) The Purchaser shall pay interest in lawful money of Canada on all monies remaining outstanding and payable to the City as of the date of adjustments plus one (1%) percent, computed from the date of adjustments to and including the date all such monies and interest as aforesaid have been fully paid to the City.

2. (1) The Purchaser agrees to pay to the City all Goods and Services Tax applicable on the sale of the lands or, if the Purchaser is a registrant under the Goods and Services legislation, the Purchaser shall advise the City in writing of its registration number. The Goods and Services Tax is to be paid, or the registration number provided, to the City within ten (10) days from date of notice of the approval of the sale by the City.

(2) If the Purchaser fails to pay the Goods and Services Tax or fails to provide its registration number as prescribed in sub-clause (1) of this Clause, the Purchaser agrees that all of the Purchaser's rights and interests in respect of the lands shall, at the City's sole discretion, be fully ended without notice or any formality and all monies paid to the City by the Purchaser shall be retained by the City free from every claim.

3. The Purchaser will obtain possession of the lands at the Purchaser's own expense which includes, without limiting the generality of the foregoing, obtaining their own Surveyor's Building Location Certificates, Surveyor's Staking Certificates and Zoning Memoranda and in connection therewith acknowledges and is aware that the City does not provide Declarations of Possession.

4. In submitting this offer, the Purchaser relies entirely upon personal inspection or knowledge of the land independent of any representation made by or on behalf of The City of Winnipeg. Any error or discrepancy in the description or in the dimensions of the lands as contained herein shall not entitle the

Purchaser to any compensation in respect thereof nor would it entitle the Purchaser to the cancellation of the Offer to Purchase.

5. It is agreed that no representation, warranty, collateral agreement or condition affecting this offer or the property is expressed herein. The City does not warrant the quality, condition or sufficiency of the Sale Land for any use or purpose. The lands are deemed to be taken by the Purchaser at its own risk and with all faults and imperfections whatsoever and the Purchaser must satisfy himself that the lands are suitable for his intended use. The Purchaser agrees with the City that the application of the maxim "Caveat Emptor" ("Buyer Beware") shall apply to the offer in the strictest meaning.

6. All improvements in or on the said lands shall remain as part of the freehold.

7. (a) Sewer and water lot line connections exist to the property line, however the sewer connection must be replaced. The water connection may be reused but the pipe from the lot line to the dwelling must be replaced. All costs connected therein or installation of new services are at the cost of the Purchaser.

(b) The Purchaser agrees to repair any damage made to the sodded boulevards abutting the lands during construction as soon as practicable and maintain same and shall pay the cost thereof and shall also restore the boulevard to its proper grade.

8. The Purchaser will accept Title to the lands subject to all exceptions, reservations and encumbrances expressed or implied in the City's Title.

9. The Purchaser agrees that in the event the Purchaser, at its sole cost, conducts or causes to be conducted an Environmental Site Assessment of the lands and it is determined as a result thereof that contamination levels exceed Provincial Environmental Standards for the intended use of the lands, and documentation to that effect is produced to the City within sixty (60) days following the Date of Approval, but in any event, prior to closing, the City, at its sole option, shall be entitled to:

(1) take remedial action to bring the contamination levels within the Provincial Environmental Standards, **or,**

(2) cancel the sale and return all monies paid in respect of the proposed sale by the Purchaser to that date..

AND FURTHER, in the event the Purchaser fails to provide such documentation as aforesaid, the Purchaser hereby agrees to complete the purchase as herein contemplated and to indemnify and save harmless the City from and against any and all claims arising from or in any way attributable to the existence of contaminants of any kind whatsoever at, in, or upon the said lands.

10. (1) The Purchaser agrees that the sale of the lands shall be subject to any easement, which may be required by a public utility, including, but not limited to the Manitoba Hydro, Manitoba Telephone System, Centra Gas Manitoba Inc. or The City of Winnipeg, for existing or future construction and/or maintenance of facilities together with the right to enter upon the lands at any time, with or without equipment for said purposes and subject to the owner covenanting not to erect or cause to be erected upon the easement area, any building or structure, without the prior written consent of the public utility or the City of Winnipeg, requiring such easement.

11. No current legal survey was made of the property to determine the nature and extent of any structure thereon or to determine if there are any encroachments from adjoining lands.

12. The Vendor discloses that there might be an existing basement in the lands. The removal of any existing concrete or debris and any costs connected therewith will be the responsibility of the Purchaser.

13. No commission is payable by the City on the sale of the lands.

14. The sale of the lands to the Purchaser shall be subject to the provision of the By-laws of the City of Winnipeg and all amendments thereto.

15. The Purchaser agrees that the City may register and maintain a caveat against the lands to ensure the performance of the covenants on the part of the Purchaser herein set forth, and the Purchaser agrees to grant and does hereby grant to the City an interest in the lands according to the tenor of this Offer.

16. Upon approval of the sale by the City, the Purchaser agrees to make application to the City Assessor (in form set out in Exhibit "A" attached) to have the Purchaser's name added to the Assessment Roll of the City as the Real Owner in respect of the lands.

17. Time shall be of the essence of this Offer.

18. The Purchaser will not file any caveat or other encumbrance against the lands before the transfer of the lands to the Purchaser.

19 The word "Purchaser" shall have a plural meaning in the event that more than one party is making this offer, and the masculine shall mean the feminine or neuter as the case may be.

20. The full, true and correct name of the Purchaser is as follows:

_____

Name (Please Print) Address

Purchaser's Registration No. (G.S.T.)_____

IN WITNESS WHEREOF the Purchaser has signed this document in

_____, _____, this _____ day of _____200_

_____ _____

Witness Purchaser

_____ _____

Witness Purchaser

Location: North side Pritchard Avenue, east of Andrews Street

Size: 10.058m x 32.766m (33 ft. x 107.5 ft. = 3,547.5 sq.ft.)

Zoning: “R2-T” Two-family Transitional

Proposed Sale of 511 Young Street
File FI 2.4(32) (Vol. 11)

2. The Standing Policy Committee on Property and Development has been advised that the Winnipeg Housing and Rehabilitation Corporation has requested to purchase the subject property at 511 Young Street, as outlined on Misc. Plan No. 11209, for use as a rent-to-own unit.

Pursuant to the City Policy on Sale/Lease of City lands to non-profit organizations, any properties sold or leased at less than market value are to be approved by the Standing Policy Committee on Property and Development. Acceptance of this Offer to Purchase requires approval by Council in this instance to waive that part of the City Policy pertaining to the sale and lease of City-owned lands to non-profit organizations, which requires all properties to revert back to the City at the conclusion of the economic life of the project.

The subject City property was acquired in tax sale in July 2001, and the tenants have since vacated the premises.

The property was circularised to the appropriate City Departments, and no civic need or easement requirements were identified.

On February 5, 2002, the City Centre Community Committee considered the proposed sale, and indicated that it had no objections to the sale of the subject property to the Winnipeg Housing and Rehabilitation Corporation

Particulars of the property are, in brief, as follows:

Location:		East side Young Street, south of Sargent Avenue
Legal Description:		Lot 65, Plan 33312
Size:		Land - 7.544 metres x 27.904 metres (24.7 feet x 91.548 feet = 2265.9 square feet)
Zoning:		"R2-T" Two-family Transitional (Residential) District
Roll No.:		13051358000
Certificate of Title:		1811822
Assessed Value:		$19,800.00 (2002)
Price Offered:	$1.00	
Applicant:		Winnipeg Housing and Rehabilitation Corporation, 60 Frances Street
Adjustments:		From date of acceptance of the Offer by the City
Purpose:		Rent-to-own
Property Description:		A one-storey, single-family dwelling, built in 1899, in fair to poor condition, comprising 720 square foot on a part basement.

The sale has been negotiated in accordance with the City's standard terms and conditions.

It is the intent of the Winnipeg Housing and Rehabilitation Corporation to purchase the subject property for $1.00 and to upgrade the building thereby saving the housing stock in the area. Initially the building will form a part of their rental portfolio, with the tenant entering into an agreement to purchase the property at the end of five years.

Under the present City Policy regarding sales at $1.00 to non-profit groups, the property is to return to the City at the end of its economic life. As the eventual owner of the property will be a third party this portion of the Policy cannot apply and that particular clause must be removed.

The Planning, Property and Development Department is in favour of this sale for the following reasons:

1. The property will be on the tax roll upon the closing of the sale.
2. The sale will eliminate the liability for the City associated with holding this property.

The Standing Policy Committee on Property and Development recommends:

I. That Council in this instance waive that portion of City Policy pertaining to the sale or lease of City lands to non-profit organizations (Council authority October 31, 1990) which requires that properties sold at less than market value revert back to the City at the conclusion of the economic life of the project.

II. That Winnipeg Housing and Rehabilitation Corporation's Offer to Purchase the "subject City property", as shown on Misc. Plan No. 11209, at a price of $1.00 in accordance with the terms and conditions as negotiated, be accepted.

III. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing, including the execution of any documents related thereto.

Proposed Sale of City-owned property located at 596 rue St. Jean Baptiste - Winnipeg Habitat for Humanity (Habitat Chez-soi)

File FI-2.4(35) (Vol.10)

3. The Standing Policy Committee on Property and Development has been advised that the Planning, Property and Development Department is reporting back on the completion of the negotiations to offer the subject City property at 596 rue St. Jean Baptiste to Habitat Chez-soi for $1.00.

Pursuant to the City Policy on Sale/Lease of City lands to non-profit organizations, any properties sold or leased at less than market value are to be approved by the Standing Policy Committee on Property and Development. Acceptance of this Offer to Purchase requires approval by Council in this instance to waive that part of the City Policy pertaining to the sale and lease of City-owned lands to non-profit organizations, which requires all properties to revert back to the City at the conclusion of the economic life of the project.

Certificate of Title No. 1845490 for the subject property issued in the name of the City of Winnipeg on January 3, 2002, pursuant to Tax Sale No. 104/72. The dwelling, which existed on this property, was demolished by the City in January 1999. The subject property is fully serviced and as of today's date no easements have been identified.

On November 5, 2001, the Planning, Property and Development Department was informed that Habitat Chez-soi (an affiliate of Winnipeg Habitat for Humanity) was interested in acquiring a vacant lot in the St. Boniface area in which to build a single family dwelling. As a result, Winnipeg Habitat for Humanity will take title in its name on behalf of Habitat Chez-soi.

On March 11, 2002, the Standing Policy Committee on Property and Development directed the Planning, Property and Development Department to offer the subject City property to Habitat Chez-soi for $1.00.

Habitat Chez-soi has now indicated that the subject property would be suitable for their needs.

The subject property was circulated to the appropriate City Departments and to the outside utilities to identify if they had any requirements for the subject property. As at April 3, 2002, no requirements have been identified, although the City Departments were given until April 5, 2002 to provide a response.

On April 22, 2002, the Riel Community Committee is to consider an informational administrative report on the proposed sale.

Habitat Chez-soi requested to purchase this property in order to build, within the next few months, a new home, which they then intend to convey to a third party. Particulars of the property are, in brief, as follows:

Location:	596 rue St. Jean Baptiste, east side of rue St. Jean Baptiste, between avenue de la Cathedrale and boulevard Provencher, as shown on Misc. Plan No. 11360.
Legal Description:	Lot 14, Plan 29349
Certificate of Title:	1845490
Owner:	The City of Winnipeg
Assessment:	$20,100.00

Zoning: "R2-T" – Residential Two-family Transitional
Site Size: 7.62 metres x 35.42 metres = 269.9 square metres±
(25 feet x 116.21 feet = 2,905.1 square feet±)

The sale has been negotiated in accordance with the City's standard terms and conditions. Winnipeg Habitat for Humanity advised on March 28, 2002, that it is in agreement with these terms.

Under the present City Policy regarding sale at $1.00 to non-profit groups, the property is to return to the City at the end of its economic life. As the eventual owner of the property will be a third party, this portion of the Policy cannot apply and that particular clause must be removed.

As well, the intent of the sale would be to facilitate new construction by Habitat. However, the Planning, Property and Development Department suggested that in the event that substantial construction is not completed on the property within two years from the date of sale, then the certificate of title would revert back to the City.

The Real Estate Division of the Planning, Property and Development Department is supportive of the proposed sale of the property to Habitat for the following reasons:

1. there is limited demand for this type of in-fill residential building lot because of its relatively narrow frontage;
2. the sale of the subject property would increase the City's realty tax base.

The Standing Policy Committee on Property and Development recommends:

I. That Council in this instance waive that portion of the City Policy on sale or lease of City lands to non-profit organizations (Council authority October 31, 1990) which requires that properties sold at less than market value revert back to the City at the conclusion of the economic life of the project.

II. That Winnipeg Habitat for Humanity's (Habitat Chez-soi) Offer to Purchase the "subject City property", as shown on Misc. Plan No. 11360, be approved, at a price of $1.00 in accordance with the terms and conditions as negotiated (and contained in Schedule "A"), with an additional condition requiring substantial completion of the construction upon the property within two years from the date of sale, failing which, title to the property will revert back to the City.

III. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing, including the execution of any documents related thereto.

REPORT OF THE

STANDING POLICY COMMITTEE ON

PROTECTION AND COMMUNITY SERVICES

DATED APRIL 8, 2002

Report of the Standing Policy Committee on Protection and Community Services dated April 8, 2002

Award of Contract for the Supply and Delivery and Installation of Office System Furniture, Tables, Chairs and Related Work, Tender No. 684-2001 and Award of Contract for the Lease of Furniture, Request for Proposals No. 148-2002
File GL-9 (Vol. 17) c/r GF-2 (Vol. 54)

1. The Standing Policy Committee on Protection and Community Services has been advised that a Tender for the Supply and Delivery and Installation of Office system Furniture, Tables, Chairs and Related Work was issued. The final receipt of bids took place on December 11, 2001, 12:00 Noon Winnipeg Time with bids being received from eight (8) bidders. A Request for Proposals was also issued for the Lease of Furniture. The final receipt of bids took place on March 8, 2002, 4:00 P.M. Winnipeg Time with bids being received from three (3) bidders.

With respect to Tender No. 684-2001, there was no requirement for a Bid Bond and Agreement to Bond. All offers were evaluated on a pass/fail basis for qualifications of the bidder and conformance of the Bid Submission with the mandatory requirements of the Tender Package.

B F WORKPLACE submitted payment terms that conditioned the payment terms in clause SC: 9.03, ("payment of each invoice shall be made within thirty (30) days…"). Therefore, B F Workplace should be determined to be non-responsive.

SMART FURNITURE were non-compliant with the following technical requirements:

- Groups 1, 2, 3 & 5: SC:6 Warranty "…..minimum period of ten (10) years….based on a twenty-four (24) hour per day usage.

ANTHONY ALLAN alternate bid was non-compliant with the following technical requirements:

- Section 12593 GR3 Workstations: 1.5.2.5 "The panels shall have a sound reflectivity rating of not less than STC 24."
- Section 12593 GR3 Workstations: 1.5.5.12 "Each conduit shall have the capacity of handling a minimum of four circuits."

INDIGO BUSINESS ENVIRONMENTS INC., although Indigo included Terms and Conditions with their bid, they were not Indigo's Terms and Conditions, therefore do not apply and are not material to their bid.

THE ACCENT GROUP, although they did not acknowledge Addendum No. 3, it appears that this informality is not material. However, they were non-compliant with the following technical requirements:

- Section 12590 GR1 Chairs: 1.4.2.10.5 "Provide coloured plastic outer backs, outer seats and base caps"

CUSTOM BUSINESS INTERIORS, although Custom included Terms & Conditions, they were not the bidder's, therefore do not apply and not material to their bid. However, they were non-compliant with the following technical requirements:

- Clause SC:6 Warranty "….minimum period of ten (10) years…based on a twenty-four (24) hour per day usage.)

Pursuant to Clause BI: 16.02 of the Tender Document, no award be made for Group 6, as it is not in the City's best interest. Bids are valid for acceptance until April 10, 2002; however, Bidders have extended their bids until May 11, 2002.

With respect to RFP No. 148-2002, all offers were evaluated on a pass/fail basis for qualifications of the bidder and conformance of the Bid Submission with the mandatory requirements of the RFP Package.

Royal Bank of Canada's bid consists of five (5) annual payments of $90,706.48, GST and PST extra, a $1.00 purchase price at the expiration of the Contract. All taxes for this Contract will be paid upfront with the first annual payment.

Bids are valid for acceptance until June 6, 2002.

Pursuant with Clause 4 (e) (ii) of the Policy on Purchasing Procedures, the Award Authority has the authority to determine that a bid is non-responsive, and pursuant to Section 8 (e) of the Policy on Purchasing Procedures and The Disposal of Surplus Supplies, Council has the authority to approve an award of contract, to be made by the Chief Financial Officer, when the contract requires funding from future budgets.

On April 8, 2002, the Standing Policy Committee on Protection and Community Services concurred in the recommendations outlined in the report dated March 28, 2002, from the Chief Financial Officer.

The Financial Impact Statement is outlined on Attachment "A".

The Standing Policy Committee on Protection and Community Services therefore recommends:

Tender No. 684-2001:

I. That the bid submitted by B F Workplace be determined to be non-responsive.

II. That contracts for the Supply and Delivery and Installation of Office System Furniture, Tables, Chairs and Related Work be awarded to:

A. Anthony Allan Office Furnishings Ltd., the Bidder who submitted the lowest evaluated responsive bid for Group 1, in the amount of $73,620.00, GST and PST extra.
B. Indigo Business Environments Inc., the Bidder who submitted the lowest evaluated responsive bid for Groups 2 and 3, in the amount of $262,203.86, GST and PST extra.
C. Smart Furniture for Business Inc., the Bidder who submitted the lowest evaluated responsive bid for Group 4, in the amount of $52,401.05, GST and PST extra.
D. The Accent Group Inc., the Bidder who submitted the lowest evaluated responsive bid for Group 5, in the amount of $19,797.00, GST and PST extra.

III. That pursuant to Clause BI: 16.02 of the Tender Document, that no award be made for Group 6, as it is not in the City's best interest.

RFP No. 148-2002:

IV. That a Contract for the Lease of Furniture be awarded to Royal Bank of Canada, the Bidder who submitted the lowest evaluated responsive bid, in the amount of $408,021.91, GST and PST extra.

V. That the Proper Officers of the City be authorized to do all things necessary to effect the intent of the foregoing, including the execution of any documents related thereto.

Attachment "A" referred to in Clause 1 of the Report of the Standing Policy Committee on Protection and Community Services dated April 8, 2002

Financial Impact Statement:

Project Name: Furniture Contract

Date: March 28, 2002 First Year of Program **2002**

	2002	2003	2004	2005	2006
Capital					
Capital Expenditures Required					
Less: Existing Budgeted Costs					
Additional Capital Budget Required	$ -	$ -	$ -	$ -	$ -
Funding Sources:					
Debt - Internal					
Debt - External					
Grants (Enter Description Here)					
Reserves, Equity, Surplus					
Other - Enter Description Here					
Total Funding	$ -	$ -	$ -	$ -	$ -
Total Additional Capital Budget Required	$ -				
Total Additional Debt Required	$ -				
Current Expenditures/Revenues					
Direct Costs	$ 136,060	$ 90,706	$ 90,706	$ 90,706	$ 90,707
Less: Incremental Revenue/Recovery					
Net Cost/(Benefit)	$ 136,060	$ 90,706	$ 90,706	$ 90,706	$ 90,707
Less: Existing Budget Amounts	136,060	90,706	90,706	90,706	90,707
Net Budget Adjustment Required	$ -	$ -	$ -	$ -	$ -

Additional Comments: 2002 costs are higher as all applicable taxes attributable to the lease contract over the five year term are being paid in year one. 2006 costs are one dollar higher than preceding 3 years due to the buy out option being exercised. Funds are allocated in distribution code 01 552701 221001.

G. Hammond
Manager of Finance/Controller

Extension and Expansion of the "Police Overtime/Pilot Project", within the Winnipeg Police Service, for the period April 1, 2002 to March 31, 2003 (inclusive)

File GF-2 (Vol. 54)

2. On October 1, 2001, the City of Winnipeg entered into a Memorandum of Agreement with the Province of Manitoba to establish a six-month Police Overtime/Pilot Project, cost-shared on a 50/50 basis between the two levels of government. The Police Overtime/Pilot Project was modeled on the position of "Trial Review Crown Counsel" within the Victoria Police Department. Like the Winnipeg Police Service, the Victoria Police Department also experienced significant expenses related to court overtime, and in 1996 appointed an individual to the position of "Trial Review Crown Counsel". This individual was tasked with:

- Reviewing files in advance of court dates.
- Liaising with defense counsel, prosecution, and police to confirm if court trials were to proceed on the assigned date.
- Attempting to resolve cases prior to scheduled court dates.

Since its implementation in 1996, the Victoria Police Department has realized a 25% reduction of their court overtime budget. If the Winnipeg Police Service Police Overtime/Pilot Project achieved results comparable to those in Victoria, then a dollar value of $325,000.00 in savings was projected (based on 25% Court Overtime Budget dollar value budget reduction achieved by Victoria Police Department x 2001 Winnipeg Police Service Court Overtime Budget). In any event, dollar value savings for the Winnipeg Police Service were estimated to be substantial.

The decision to introduce the Police Overtime/Pilot Project was based on the following factors:

- The rising costs related to overtime wages paid to subpoenaed, off-duty police members to attend court as witnesses in criminal matters.
- The inability to avoid paying overtime wages to subpoenaed, off-duty police witnesses when the notice of cancellation for a police witness was issued too close to the time of the court case.
- The needless diversion of on-duty police members as subpoenaed witnesses for those court cases, which were resolved or postponed, and resulted in the member not being required to testify.
- The inefficiencies to the court and justice system operating within the City of Winnipeg resulting from the above factors.

The Police Overtime/Pilot Project was implemented in a single division, representing 18% of Winnipeg Police Service officers. A Crown Attorney, and Clerk were hired for the six-month term of the Project (October 1, 2001 - March 31, 2002, inclusive), and were provided with already-available office space at 405 Broadway (Special Prosecutor Crown Attorney), and 151 Princess (Clerk B).

The Crown Attorney was provided with a database of information detailing future court cases, and which police members were involved.

The Special Prosecutor Crown Attorney was tasked with:

- Reviewing files in advance of court dates.
- Liaising with defence counsel to determine if the court case would proceed on the assigned date.
- Attempting to resolve cases prior to the scheduled court date.

Based on the outcome of the Crown Attorney's work, the Clerk was then tasked with:

- Canceling subpoenaed police witnesses deemed as not required to appear in court.

The Project was developed as a 50/50, cost-sharing initiative between the City of Winnipeg, and the Province of Manitoba. Salaries and benefits for the first five months of the Project are shown in the following table:

SALARIES AND BENEFITS FOR PROJECT STAFF

Position	Salary (Yearly Cost)	Benefits (Yearly Cost)	Salary, plus Benefits (Yearly Cost)	Salary, plus Benefits (Five-Month Cost)	Salary, plus Benefits (50% share)
Crown Attorney	$80,286.00	$3,077.63	$83,363.63	$34,734.85	$17,367.43
Clerk B	$35,074.00	$6,222.00	$41,296.00	$17,206.67	$8,603.34
TOTALS	$115,360.00	$9,299.63	$124,659.63	$51,941.52	$25,970.77

The above noted expenses related to salaries and benefits for the Project staff have been offset by the dollar value of $78,040.90, realized by the Police Overtime/Pilot Project to this point in time. This dollar value reduction to the payment of wages from the Court Overtime Budget for the Winnipeg Police Service is discussed in the Court Cancellation Summary Table below.

In addition to the 50/50 cost sharing of wages and benefits, the Winnipeg Police Service, and Manitoba Justice also contributed already-available office space, and incidental costs for equipment, and miscellaneous expenses. Manitoba Justice also supplied an additional support staff position at their expense.

Since its inception on October 1, 2001, the Project has been monitored, and statistics regarding the appearance or cancellation of police members attending court as witnesses in criminal matters maintained. Success of the Police Overtime/Pilot Project, measured in both dollar value, and member hours saved is summarized in the following table:

COURT CANCELLATION SUMMARY REPORT
October 1, 2001 – February 28, 2002

Scheduled Shift	Legend	SPC[1]	Not SPC[2]	Total
On Duty (Based on 4 hrs average court time) (Paid from Regular On Duty Wage)	Court Cancellations	45	46	91
	Member Hours	180	184	364
	Dollar Value[3]	$0	$0	$0
Annual Leave (Based on 12 hrs) 8 hrs x T ½	Court Cancellations	11	9	20
	Member Hours[4]	0	0	0
	Dollar Value	$3,455.91	$3,130.36	$6,586.27
Annual Leave Credit (Based on 9 or 10 hour credit, for cancelled Annual Leave Day)	Court Cancellations	0	0	0
	Member Hours	110	90	200
	Dollar Value	$2,879.93	$2,608.63	$5,488.56
Evening Shift (Based on 6 hrs) 4 hrs x T ½	Court Cancellations	58	32	90
	Member Hours[4]	0	0	0
	Dollar Value	$9,509.27	$5,510.72	$15,019.99
Night Shift (Based on 6 hrs) 4 hrs x T ½	Court Cancellations	45	36	81
	Member Hours[4]	0	0	0
	Dollar Value	$7,002.42	$5,901.01	$12,903.43
Other Leave (Based on 6 hrs straight time)	Court Cancellations	1	0	1
	Member Hours[4]	0	0	0
	Dollar Value	$182.74	$0.00	$182.74
Weekly Leave (Based on either 9 or 10 hrs) (9 or 10 hrs) x 2/3 x T ½	Court Cancellations	77	63	140
	Member Hours[4]	0	0	0
	Dollar Value	$21,194.31	$16,665.60	$37,859.91
TOTALS	Court Cancellations	237	186	423
	Member Hours	290	274	564
	Dollar Value	$44,224.58	$33,816.32	$78,040.90

1. SPC - Special Prosecutor Crown Attorney, working exclusively on the Police Overtime/Pilot Project.
2. Not SPC - Provincial Crown Attorneys, working within Manitoba Justice.
3. No dollar value assigned, as salaries were paid for working a regularly scheduled shift. True value to the department was realized through member hours worked on-duty, instead of being diverted to court when not required to testify.
4. No member hours saved, as these members were already booked on paid leave. True value to the department was realized through dollar value in the court overtime budget.

Actual member salaries were used in the Court Cancellation Summary Report Table. However, due to the number of separate calculations involved, a breakdown by actual salary is not supplied in this report. For information purposes, police member hourly salary ranges follow:

MEMBER HOURLY SALARY RANGE

POSITION	HOURLY SALARY RANGE
Constable	$14.66 - $30.74
Patrol Sergeant	$31.87 - $32.99
Sergeant	$33.84 - $34.97

Further analysis of the data contained within the Court Cancellation Summary Report Table, shows that during the first five months of the Police Overtime/Pilot Project, the following was achieved:

- **On Duty**
    - The value realized by the department was 364 member hours, (based on 4 hours average Court Time), for the members diverted from being called in as court witnesses, while On Duty.
    - In addition to the tracked member hours, the department also realized value by its improved ability to manage its day-to-day resources. The nature of police work requires that officers work in pairs, so that when one officer is unavailable for duty, it leaves an unpartnered member from being deployed for work on the street. This then results in one less cruiser car available for service in the community.
- **Annual Leave**
    - The dollar value to the department was $6,586.27 (based on 8 hours x Time ½ = 12 Hours), for members diverted from being called in as a court witness, on a scheduled Annual Leave Day.
- **Annual Leave Credit**
    - The department realized value from not having to compensate members with an Annual Leave Credit Day for their Annual Leave Day lost from being called in as court witness, while on Annual Leave. This is represented by a dollar value of $5,488.56
- **Evening Shift**
    - The dollar value to the department was $15,019.99 (based on 4 hours x Time ½ = 6 Hours), for members diverted from being called in as a court witness, prior to working their scheduled Evening Shift.
- **Night Shift**
    - The dollar value to the department was $12,903.43 (based on 4 hours x Time ½ = 6 Hours), for members diverted from being called in as a court witness, after working their scheduled Night Shift.

- **Other Leave**

    - The dollar value to the department was $182.74, (based on 6 hours Straight Time), for the one member diverted from being called in as a court witness while on Leave.

- **Weekly Leave**

    - The dollar value to the department was $73,859.91 (based on 9 or 10 hours Regular Shift x 2/3 x Time ½ = 9 or 10 Hours), for members diverted from being called in as a court witness, on a scheduled Weekly Leave Day.

Therefore, the 423 identified court cancellations represent value to the Winnipeg Police Service of 564 member hours, and a dollar value of $78,040.90 minus $25,970.77 (salaries and benefits) = $52,070.13.

An additional, unanticipated benefit of the Police Overtime/Pilot Project is the influence, which the Special Prosecutor Crown Attorney (SPC) has had on the regular Provincial Crown Attorneys. By actively reviewing files in advance of court dates, the SPC seems to have enhanced accountability on the part of the regular Provincial Crown Attorneys, which is shown in the increased numbers of court cancellations since the initial inception of the Project in October, 2001, shown in the following table:

COURT CANCELLATIONS
BY REGULAR PROVINCIAL CROWN ATTORNEYS

MONTH	COURT CANCELLATIONS
OCTOBER	20
NOVEMBER	41
DECEMBER	41
JANUARY	51
FEBRUARY	33

All court cancellations identified by the Police Overtime/Pilot Project were not random choices, but rather reflected those cases in which the Special Prosecutor Crown Attorney, in conjunction with the Provincial Crown Attorneys identified cases not ready to proceed as scheduled on the court date assigned, and cases resolved prior to the scheduled court date. Therefore, court cases were not jeopardized by the cancellation of police witnesses.

The totals achieved clearly show the success of the Project to date, which is currently being carried out in a single division within the Winnipeg Police Service. If allowed to extend the Police Overtime/Pilot Project for the period April 1, 2002 to March 31, 2003 (inclusive), and incorporate the remaining seven divisions within the Winnipeg Police Service, then continued dollar value, and member hour savings for the Winnipeg Police Service Court Overtime Budget will be substantial.

Extending the Police Overtime/Pilot Project will require the addition of a second Special Prosecutor Crown Attorney assigned to work exclusively on the Project. This added expense, along with the cost sharing of wages and benefits of the support staff person (which Manitoba Justice covered completely during the initial six months of the Project) should be offset by the continued dollar value realized by the expansion of the Project to include the remaining Divisions within the Winnipeg Police Service.

Additionally, the extension of the Police Overtime/Pilot Project holds the potential benefits to the Winnipeg Police Service, and Province of Manitoba by:

- Reducing court backlogs.
- Increasing system efficiencies.
- Retention of more police members and resources in use within the community.

Council holds the authority to extend the duration of the existing Memorandum of Agreement with the Province of Manitoba, to establish a Police Overtime/Pilot Project within the Winnipeg Police Service.

On April 8, 2002, the Standing Policy Committee on Protection and Community Services concurred in the recommendations outlined in the report of the Chief of Police dated March 15, 2002.

The Standing Policy Committee on Protection and Community Services therefore recommends:

I. That the City of Winnipeg extend the existing Memorandum of Agreement with the Province of Manitoba, for the extension and expansion of the Police Overtime/Pilot Project within the Winnipeg Police Service, for the period April 1, 2002, to March 31, 2003 (inclusive).

II. That the Police Overtime/Pilot Project be expanded on a three-step incremental basis, to include the remaining Divisions within the Winnipeg Police Service by September, 2002, with integration of the remaining Divisions as follows:

    A. April 1 - Divisions 20, and 21
    B. June 1 - Divisions 12, and 13
    C. September 1 - Divisions 14, 15, and 16.

III. That the Proper Officers of the City be authorized to do all things necessary to effect the intent of the foregoing, including the drafting of a Memorandum of Agreement.

Community Incentive Grant Application - Manitoba Hellenic Cultural Centre Inc.

File PR-2.6 (Vol. 15)

3. The Standing Policy Committee on Protection and Community Services has been advised that the Manitoba Hellenic Cultural Centre Inc. requested that its Community Incentive Grant application be referred to all Community Committees for consideration. The Manitoba Hellenic Cultural Centre Inc.'s Community Incentive Grant application in the amount of $725,000.00 is to assist with the construction of a Hellenic Cultural Centre to be located at 2255 Grant Avenue.

The application does not meet the eligibility criteria contained in the Community Incentive Grant Program.

On January 22, 2002, the East Kildonan-Transcona Community Committee recommended approval of a Community Incentive Grant to the Manitoba Hellenic Cultural Centre Inc. in the amount of $10,000.00 for the purpose requested.

On February 5, 2002, the City Centre Community Committee recommended approval of a Community Incentive Grant to the Manitoba Hellenic Cultural Centre Inc. in the amount of $20,000.00 for the purpose requested. The City Centre Community Committee also recommended approval of an additional amount of $10,000.00 as a first charge against the 2003 allocation for this purpose.

On February 12, 2002, the Lord Selkirk-West Kildonan Community Committee considered the application for a Community Incentive Grant from the Manitoba Hellenic Cultural Centre Inc. and laid over further consideration to its meeting scheduled for March 19, 2002.

On February 19, 2002, the Riel Community Committee recommended approval of a Community Incentive Grant to the Manitoba Hellenic Cultural Centre Inc. in the amount of $20,000.00 for the purpose requested.

On February 19, 2002, the Assiniboia Community Committee denied the application for a Community Incentive Grant.

On March 19, 2002, the Lord Selkirk-West Kildonan Community Committee further considered the matter and recommended approval of a Community Incentive Grant to the Manitoba Hellenic Cultural Centre Inc. in the amount of $10,000.00 for the purpose requested.

The Standing Policy Committee on Protection and Community Services concurred in the recommendations of the East Kildonan-Transcona, City Centre, Lord Selkirk-West Kildonan and Riel Community Committees, and recommends:

I. That the following eligibility criteria for the Community Incentive Grant Program, be waived in this instance, namely:-

   A. The organization is to be a non-profit community recreation and sport organization or a non-profit organization offering recreational services, and

B. The project is to make a significant contribution to the long-term benefit of the community-at-large in terms of improved facilities.

II. That Community Incentive Grants from the following Community Committees be allocated as follows, namely:-

A. $10,000.00 from the East Kildonan-Transcona Community Committee;

B. $30,000.00 from the City Centre Community Committee ($10,000.00 of which is a first charge against the 2003 Ward allocation);

C. $20,000.00 from the Riel Community Committee; and

D. $10,000.00 from the Lord Selkirk-West Kildonan Community Committee.

III. That the Community Incentive Grant, not to exceed a maximum of fifty percent (50%) of the total project cost, be approved to the Manitoba Hellenic Cultural Centre Inc., for the purpose requested, subject to the following conditions:

A. Confirmation of other funding sources;

B. Approval of final plans and specifications for the project by the Director of Community Services; and

C. The applicant entering into a formal agreement with the City of Winnipeg.

IV. That the Proper Officers of the City be authorized to do all things necessary to implement the foregoing.

Community Incentive Grant Application - Collège Kelvin High School File PR-2.6(32) (Vol. 10)

4. The Standing Policy Committee on Protection and Community Services has been advised that the City Centre Community Committee, at its meeting on March 5, 2002 considered an application from Collège Kelvin High School for a Community Incentive Grant in the amount of $6,000.00 to assist with the cost of the Girl's Program for Healthy Living.

The application does not meet the eligibility criteria contained in the Community Incentive Grant Program.

The City Centre Community Committee recommended approval of a Community Incentive Grant to Collège Kelvin High School in the amount of $4,000.00 for the purpose requested.

The Standing Policy Committee on Protection and Community Services concurred in the recommendation of the City Centre Community Committee, and recommends:

I. That the following eligibility criteria for the Community Incentive Grant Program, be waived in this instance, namely:-

   A. The organization is to be a non-profit community recreation and sport organization or a non-profit organization offering recreational services;

   B. The project is to make a significant contribution to the long-term benefit of the community-at-large in terms of improved facilities;

   C. The project is not to compete with or duplicate other community facilities;

   D. The project is to benefit the community-at-large and remain accessible to all members of the community;

   E. The project is to clearly articulate a plan of activities including projected work schedules, material, labour, equipment and other project requirements and lead to the completion of a substantial physical product.

II. That a Community Incentive Grant in the amount of $4,000.00, not to exceed a maximum of fifty percent (50%) of the total project cost, be approved to Collège Kelvin High School for the purpose requested, subject to the following conditions:

   A. Confirmation of other funding sources;

   B. Approval of final plans and specifications for the project by the Director of Community Services; and

   C. The applicant entering into a formal agreement with the City of Winnipeg.

III. That the Proper Officers of the City be authorized to do all things necessary to implement the foregoing.

Community Incentive Grant Application - Isaac Brock Community Centre

File PR-2.6(32) (Vol. 9)

5. The Standing Policy Committee on Protection and Community Services has been advised that the City Centre Community Committee at its meetings on May 8, June 5, July 3, September 4, October 2 and November 6, 2001, and March 5, 2002 considered an application from the Isaac Brock Community Centre for a Community Incentive Grant in the amount of $30,318.50 to assist with the cost of Building Revitalization.

The City Centre Community Committee recommended approval of a Community Incentive Grant to the Isaac Brock Community Centre in the amount of $40,000.00 for the purpose requested.

When this application was first considered on May 8, 2001, it met the eligibility criteria contained in the Community Incentive Grant Program, inasmuch as the applicants were requesting fifty percent (50%) of the total project cost. However, since the Community Committee has recommended that the criteria be waived in order for the project to exceed a maximum of fifty percent (50%) of the total project cost, it now requires Council approval.

The Standing Policy Committee on Protection and Community Services concurred in the recommendation of the City Centre Community Committee, and recommends:

I. That the following eligibility criteria for the Community Incentive Grant Program, be waived in this instance, namely:-

   A. The City Centre Community Committee has recommended approval of sixty-six percent (66%) of the total project cost and therefore the organization would not be contributing fifty percent (50%) of the capital costs from its own sources.

II. That a Community Incentive Grant in the amount of $40,000.00 be approved to the Isaac Brock Community Centre for the purpose requested, subject to the following conditions:

   A. Confirmation of other funding sources;

   B. Approval of final plans and specifications for the project by the Director of Community Services; and

   C. The applicant entering into a formal agreement with the City of Winnipeg.

III. That the Proper Officers of the City be authorized to do all things necessary to implement the foregoing.

Community Incentive Grant Application - St. Gerard School
File PR-2.6(33) (Vol. 10)

6. The Standing Policy Committee on Protection and Community Services has been advised that the East Kildonan-Transcona Community Committee, at its meeting on March 19, 2002, considered an application from St. Gerard School for a Community Incentive Grant in the amount of $15,000.00 to assist with the costs of the resource center development at 40 Foster Street.

The application does not meet the eligibility criteria contained in the Community Incentive Grant Program.

The East Kildonan-Transcona Community Committee recommended approval of a Community Incentive Grant to St. Gerard School in the amount of $15,000.00 for the purpose requested.

The Standing Policy Committee on Protection and Community Services concurred in the recommendation of the East Kildonan-Transcona Community Committee, and recommends:

I. That the following eligibility criteria for the Community Incentive Grant Program, be waived in this instance, namely:-

   A. The organization is to be a non-profit community recreation and sport organization or a non-profit organization offering recreational services;

   B. The project is to make a significant contribution to the long-term benefit of the community-at-large in terms of improved facilities;

   C. The project is not to compete with or duplicate other community facilities;

   D. The project is to benefit the community-at-large and remain accessible to all members of the community;

   E. The project is to clearly articulate a plan of activities including projected work schedules, material, labour, equipment and other project requirements and lead to the completion of a substantial physical product.

II. That a Community Incentive Grant in the amount of $15,000.00, not to exceed a maximum of fifty percent (50%) of the total project cost, be approved to St. Gerard School for the purpose requested, subject to the following conditions:

   A. Confirmation of other funding sources;

   B. Approval of final plans and specifications for the project by the Director of Community Services; and

   C. The applicant entering into a formal agreement with the City of Winnipeg.

III. That the Proper Officers of the City be authorized to do all things necessary to implement the foregoing.

Community Incentive Grant Application - Sgt Tommy Prince, M.M. Memorial Fund

File PR-2.6(34) (Vol. 11)

7. The Standing Policy Committee on Protection and Community Services has been advised that the Lord Selkirk-West Kildonan Community Committee, at its meeting on March 19, 2002, considered an application from the Sgt Tommy Prince, M.M. Memorial Fund for a Community Incentive Grant in the amount of $8,500.00 to assist with the cost of the Sgt Tommy Prince M.M. Memorial Fund project.

The application does not meet the eligibility criteria contained in the Community Incentive Grant Program.

The Lord Selkirk-West Kildonan Community Committee recommended approval of a Community Incentive Grant to the Sgt Tommy Prince, M.M. Memorial Fund in the amount of $6,750.00 for the purpose requested.

The Standing Policy Committee on Protection and Community Services concurred in the recommendation of the Lord Selkirk-West Kildonan-Community Committee, and recommends:

I. That the following eligibility criteria for the Community Incentive Grant Program, be waived in this instance, namely:-

A. The organization is to be a non-profit community recreation and sport organization or a non-profit organization offering recreational services;

B. The project is to make a significant contribution to the long-term benefit of the community-at-large in terms of improved facilities;

C. The project is not to compete with or duplicate other community facilities;

D. The project is to benefit the community-at-large and remain accessible to all members of the community;

E. The project is to clearly articulate a plan of activities including projected work schedules, material, labour, equipment and other project requirements and lead to the completion of a substantial physical product.

II. That a Community Incentive Grant in the amount of $6,750.00, not to exceed a maximum of fifty percent (50%) of the total project cost, be approved to the Sgt Tommy Prince, M.M. Memorial Fund for the purpose requested, subject to the following conditions:

A. Confirmation of other funding sources;

B. Approval of final plans and specifications for the project by the Director of Community Services; and

C. The applicant entering into a formal agreement with the City of Winnipeg.

III. That the Proper Officers of the City be authorized to do all things necessary to implement the foregoing.

Request to Amend Operating Terms of Reference for the Seven Oaks House Museum Board and Citizen Member Appointments

File PR-9.7 (Vol. 3)

8. On January 30, 2002, Council adopted Clause 4 of the Report of the Standing Policy Committee on Protection and Community Services dated January 10, 2002, which established the Operating Terms of Reference for the Seven Oaks House Museum Board as outlined in Attachment "A".

On March 19, 2002, the Lord Selkirk - West Kildonan Community Committee considered an amendment to Section 5(b) of the Operating Terms of Reference adopted by Council on January 30, 2002, together with the appointment of Citizen Members to the Seven Oaks House Museum Board, and recommended the following, namely:

I. That the Initial Appointments and Terms of Office outlined in Section 5(b) of the Operating Terms of Reference for the Seven Oaks House Museum, approved by Council on January 30, 2002, be amended in part to extend the initial term of office of the remaining four (4) Citizen Members from the date of appointment to the Organizational Meeting of Council from November 2002 to November 2004.

II. That the following four (4) Citizen Members be appointed to the Seven Oaks House Museum Board with an initial term of office expiring in November 2003, namely:

A. Ron Bylo,
B. Nancy Bylo,
C. Richard Kennett,
D. Joanne Levasseur,

III. That the following remaining four (4) Citizen Members be appointed to the Seven Oaks House Museum Board with an initial term of office expiring in November 2004, namely:

A. James Fielding,
B. Patricia Kuzak,
C. Ruth Boyd,
D. Lisa Skene,

On April 8, 2002, the Standing Policy Committee on Protection and Community Services concurred in the recommendations of the Lord Selkirk - West Kildonan Community Committee.

The Standing Policy Committee on Protection and Community Services therefore recommends:

I. That the Initial Appointments and Terms of Office outlined in Section 5(b) of the Operating Terms of Reference for the Seven Oaks House Museum, approved by Council on January 30, 2002, be amended in part to extend the initial term of office of the remaining four (4) Citizen Members from the date of appointment to the Organizational Meeting of Council from November 2002 to November 2004.

II. That the following four (4) Citizen Members be appointed to the Seven Oaks House Museum Board with an initial term of office expiring in November 2003, namely:

A. Ron Bylo,
B. Nancy Bylo,
C. Richard Kennett,
D. Joanne Levasseur,

III. That the following remaining four (4) Citizen Members be appointed to the Seven Oaks House Museum Board with an initial term of office expiring in November 2004, namely:

A. James Fielding,
B. Patricia Kuzak,
C. Ruth Boyd,
D. Lisa Skene,

IV. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing, including the execution of any documents related thereto.

Attachment "A" referred to in Clause 8 of the Report of the Standing Policy Committee on Protection and Community Services dated April 8, 2002

SEVEN OAKS HOUSE MUSEUM

OPERATING TERMS OF REFERENCE

1. This document may be cited as the "Seven Oaks House Museum Operating Terms of Reference".

2. In these terms of reference:

"Board" means the Seven Oaks House Museum Board established by Council;

"Citizen" means a person other than a Councillor who is an inhabitant of The City of Winnipeg, is entitled to vote in the municipal election of said City, and resides in the Seven Oaks Neighbourhood, as defined by the City of Winnipeg Community Characterization Area, attached hereto as Appendix "A";

"Citizen member" means those members of the Board appointed under sections 4(b) and 5(c) hereof;

"Community Committee" means the Lord Selkirk-West Kildonan Community Committee;

"Council" means the Council of The City of Winnipeg;

"Councillor member" means a member of the Board appointed under section 4(c) hereof.

3. The Seven Oaks House Museum Board, appointed by Council, is hereby continued to manage, control and operate the Seven Oaks House Museum, which expression includes the premises commonly known as "the Seven Oaks House Museum", and all other buildings or premises used for the purposes of the Seven Oaks House Museum by the City within the Lord Selkirk-West Kildonan Community (hereinafter called the "Museum").

COMPOSITION OF BOARD

4. (a) The Board shall be comprised of nine (9) members of whom one (1) shall be a Councillor and eight (8) shall be citizens, all to be appointed by Council;

(b) Following the initial term of office of Citizen Members as provided in section 5, the Citizen Members shall be appointed in alternate years for two year terms at the Organizational Meeting of Council in November;

(c) The Councillor member shall be appointed for one year at the Organizational Meeting of Council;

(d) A former member is eligible for re-appointment;

(e) After the office of a member of the Board becomes vacant by reason of death or resignation, or in case of a member being unable to act for any reason whatsoever, Council shall, at the next regular meeting, or subsequent meeting, appoint:

(i) if the member is a Councillor member, another Councillor to complete the term of office of the Councillor member who died or resigned or who was unable to act; or

(ii) if the member is a citizen member, another citizen to complete the term of office of the citizen member who died or resigned or who was unable to act, and such appointment shall be of the citizen nominated by the Community Committee.

INITIAL APPOINTMENTS AND TERMS OF OFFICE

5. (a) The initial term of office of the Councillor Member shall be from the date of appointment of Council to the Organizational Meeting of Council in November of 2002;

(b) The initial term of office of four (4) of the Citizen Members shall be from the date of the appointment to the Organizational Meeting of Council in November of 2003 and the initial term of office of the remaining four (4) Citizen Members shall be from the date of appointment to the Organizational Meeting of Council in November 2002.

CHAIRPERSON AND RULES

6. (a) The Board shall select from amongst its members those who shall act as Chairperson, Vice-Chairperson, Secretary and Treasurer thereof;

(b) The Chairperson shall have a vote on all matters requiring a decision by the Board;

(c) The Board may make rules and regulations to govern its own procedure;

(d) A majority of the Board or committee of the Board, shall constitute a quorum;

(e) The Chairperson, Vice-Chairperson, Secretary and Treasurer shall constitute the Executive Committee of the Board.

POWERS AND DUTIES OF THE BOARD

7. (a) The powers and duties of the Board as continued shall be:

(i) to regulate the use by the public of the Museum, to supervise the expenditure of such monies as Council may appropriate for the purposes of the Museum and generally to manage and supervise same;

(b) to prepare each year a budget of revenue and expenditure to be submitted to the Standing Policy Committee on Protection and Community Services of the City;

(c) (i) to report to the Community Committee on all administrative and financial matters;

(ii) to provide the Community Committee with reports at least annually, including an annual financial report;

(d) The Board shall create such committees as it considers necessary and appropriate to carry out its duties;

(e) No capital expenditures shall be undertaken by the Board without first obtaining the approval of Council.

8. The Board shall keep at the Seven Oaks House Museum, or such place as shall be designated from time to time, the proper books and accounts of the receipts, payments, credits, assets and liabilities of the Board and submit its accounts to be audited by the City Auditor in like manner and at the same time as the accounts of the City are audited.

APPENDIX "A"
to
SEVEN OAKS HOUSE MUSEUM
OPERATING TERMS OF
REFERENCE

Community Characterization Area - Seven Oaks

Seven Oaks Neighbourhood

Feb 29, 2000

REPORT OF THE

ALTERNATE SERVICE DELIVERY COMMITTEE

DATED APRIL 9, 2002

Selection Report 2002 - Glacial Sand and Gravel Special Operating Agency (SOA)
File GL-5.6.1 (Vol. 6)[c/r S-8 (Vol. 2)]

1. Glacial Sand and Gravel was designated as a Special Operating Agency (SOA) by Council effective January 1, 2001.

2001 was Glacial Sand and Gravel's first full year of operation as a Special Operating Agency. The major component of the Agency's operations is the Pine Ridge Gravel Pit. This pit is one of the last remaining good quality, clean, above-water sand and gravel deposits in close proximity to the City of Winnipeg. Glacial Sand and Gravel produces a variety of sand and gravel products at this location. Treated sand is produced and stockpiled annually at four Street Maintenance Yards. Limestone products are purchased from external vendors for sale to internal City of Winnipeg customers.

The hauling of all aggregate material is either carried out by the customers themselves or by the trucking firm under contract with the City of Winnipeg.

The Agency will continue to provide competitively priced, high quality aggregate products. Acting in a business-like manner, the Agency will strive to optimize the financial returns to the City of Winnipeg.

Strategic Direction

Glacial Sand and Gravel continues to build on the expectations of its stakeholders. These expectations are that it will:

1. Provide a financial benefit to the City of Winnipeg beyond the projected benefits of other ASD options.
2. Function under generally accepted financial practices.
3. Be professional and business-like in all operational matters.
4. Assist the employees in all aspects of their development through training and career planning.
5. Be a good corporate citizen.

Human Resource

Currently, Glacial Sand and Gravel has a staff establishment of ten positions. Of these positions, seven are year-round and three are seasonal (April - November). However, in 2001, operational changes were made to the Equipment and Materials Division of Public Works. As a result, Glacial Sand and Gravel lost clerical support that was previously purchased from this Division.

Staffing changes that were implemented to replace the lost clerical support were the addition of a Clerk A position and the upgrading of the Clerk B position to a Clerk C position. These staffing changes allowed for greater flexibility in vacation and sick time relief. No additional costs to the Agency have been incurred due to the staffing changes.

Information Technology

Glacial Sand and Gravel has sourced information technology support from the Public Works Department. Hardware for office operations and the weigh scale have been installed at the Pine Ridge Pit office and weigh scale. Phase one of the weigh scale software has been developed and implemented. Additional updates to the weigh scale software are currently being developed, with implementation scheduled for 2002. Material costing and inventory control software will follow.

Glacial Sand and Gravel continues to conform to the standards established by the City of Winnipeg for communications and reporting.

Equipment

A tender for a stacking conveyor has been issued for delivery in the summer of 2002. This conveyor will enable Glacial Sand and Gravel to eliminate the need for hiring a loader when processing material. In addition, this conveyor will eliminate the need to rent, on an annual basis, a stacking conveyor for the processing and stockpiling of treated sand in the Street Maintenance Yards.

The acquisition of aggregate crushing equipment was delayed in 2001 while Glacial Sand and Gravel explored different production options and sales opportunities.

Financial Highlights

The net income from 2001 operations exceeded budget projections by $79,000.00. This was the result of higher than projected sales volumes and lower than expected equipment charges.

For 2002, expenditures and revenues will be consistent with the original 2001 Selection Report. Expenditures will see an increase in equipment charges. Revenues will reflect the targeting of processed aggregate sales, resulting in less aggregates being sold but at a greater unit value.

Income tax equivalency payments for 2001 totaled $26,000.00. This amount may be negatively impacted if losses are incurred in 2002.

Pro forma financial statements have been prepared, which include a projected balance sheet, statement of earnings and retained earnings, and statement of cashflows, and are identified as Appendix “A” hereto.

Performance Measurement

2001 was the first full year of operation for Glacial Sand and Gravel as an SOA. The Agency was able to begin establishing measures for its operations. The following table outlines the status of performance measures for four measurable performance goals.

GOAL	PERFORMANCE MEASUREMENT	MEASURE OF SUCCESSS/TARGET	STATUS (as of Dec. 31, 2001)
Financial	Quarterly financial targets as outlined in the Selection Report	To meet and/or exceed	Exceeded
	Budgeted net income as per Selection Report projections	To meet and/or exceed	Exceeded
Operational	Expand volume of materials produced at Pine Ridge location	To meet and/or exceed	As outlined in Note 6 of the financial projections
	Increase overall Agency volumes	To meet and/or exceed	As outlined in Note 6 of the financial projections
	Implement a management information system	System installed	Stage One of the system developed
	Meet and/or exceed productivity rates	Initial benchmarking required	To be developed
Customer Satisfaction	Obtain customer satisfaction feedback	Feedback and action taken	To be implemented
Training and Development	Implement a comprehensive training strategy	Strategy implemented	Strategy implemented
	Provide cross-training opportunities	Strategy implemented	Cross training now provided on an ongoing basis
	Obtain staff feedback	Feedback and action taken	To be implemented

Advisory Board

The role of the Advisory Board is to provide advice on the Agency's strategic operations and on changes to its mandate, structure, business practices, and finances.

The Advisory Board is comprised of eight members; four City of Winnipeg employees, one CUPE Local 500 executive representative and three business representatives.

Advisory Board Members

Jim Thomson, P. Eng	Director of Public Works
David Jackson C.E.T.	Chief Operating Officer
Bruce McPhail P. Eng	CAO Representative
Jeff Laurent	Employee Representative
Jim Husiak, C.A.	Local 500 Representative
Bob Morris (retired)	Business Representative
Patrick Payne (President, Malibu Homes)	Business Representative
Ed Bruning (I.H. Asper School of Business)	Business Representative

The Glacial Sand and Gravel Operating Charter stipulates that a Selection Report (summary of the annual business plan) will be submitted to Council each year.

Report of the Alternate Service Delivery Committee dated April 9, 2002

The Alternate Service Delivery Committee recommends:

I. That the 2002 Selection Report for the Glacial Sand and Gravel Special Operating Agency be approved.

II. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing, including the execution of any documents related thereto.

Appendix "A" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated April 9, 2002

Appendix A: 2001-2006 Financial Projections

Glacial Sand and Gravel – Special Operating Agency

Financial Projection

Five Years Ending December 31, 2006

GLACIAL SAND AND GRAVEL - SPECIAL OPERATING AGENCY
PROJECTED BALANCE SHEET

DECEMBER 31	**Unaudited 2001**	**2002**	**2003**	**2004**	**2005**	**2006**
	$	**$**	**$**	**$**	**$**	**$**
ASSETS						
Current						
Due from City of Winnipeg - General Revenue Fund	147,623	91,518	105,695	242,717	392,922	729,685
Accounts receivable	271,273	162,147	175,782	190,205	195,065	207,755
Inventory	144,112	90,600	90,600	90,600	90,600	90,600
Prepaid expenses	83,461	-	-	-	-	-
Future income tax asset	-	-	-	-	-	-
	646,469	344,265	372,077	523,522	678,587	1,028,040
Capital Assets	3,965,162	4,967,997	4,739,872	4,507,854	4,270,952	4,031,052
	4,611,631	5,312,262	5,111,949	5,031,376	4,949,539	5,059,092
LIABILITIES						
Current						
Accounts payable and accrued liabilities	311,393	88,360	91,128	92,533	94,364	95,039
Income taxes payable	26,224	(2,495)	30,882	128,458	245,108	418,870
Rehabilitation payable	82,496	-	-	-	-	-
Vacation	30,360	30,360	30,360	30,360	30,360	30,360
Current portion of long-term debt	50,885	275,639	294,099	337,255	268,863	141,110
	501,358	391,864	446,469	588,606	638,695	685,379
Retirement allowance	82,000	82,000	82,000	82,000	82,000	82,000
Long-term debt	3,997,490	4,841,328	4,547,228	4,209,973	3,941,111	3,800,000
	4,580,848	5,315,192	5,075,697	4,880,579	4,661,806	4,567,379
Retained earnings (deficit)	30,783	(2,929)	36,252	150,797	287,734	491,713
	4,611,631	5,312,262	5,111,949	5,031,376	4,949,539	5,059,092

See accompanying notes to the financial projections.

GLACIAL SAND AND GRAVEL - SPECIAL OPERATING AGENCY
PROJECTED STATEMENT OF EARNINGS AND RETAINED EARNINGS
YEAR ENDED DECEMBER 31

	Unaudited 2001 $	2002 $	2003 $	2004 $	2005 $	2006 $
REVENUE	2,677,278	1,801,636	1,953,136	2,113,386	2,167,385	2,308,385
COST OF SALES	1,644,278	837,456	868,774	904,147	929,304	956,907
GROSS PROFIT	1,033,000	964,180	1,084,362	1,209,239	1,238,081	1,351,478
EXPENSES						
Bank charges and interest	1,836	9,429	5,874	1,994	1,759	1,794
Depreciation - property and equipment	27,463	158,250	153,525	150,218	147,902	142,500
Selling, general and administrative	683,374	526,330	537,719	549,336	561,185	573,271
Interest on long-term debt	263,320	332,603	314,686	295,570	273,648	256,172
	975,993	1,026,612	1,011,804	997,118	984,494	973,737
EARNINGS (LOSS) BEFORE INCOME TAXES	57,007	(62,432)	72,558	212,121	253,587	377,741
PROVISION FOR INCOME TAX EQUIVALENTS	(26,223)	28,719	(33,377)	(97,576)	(116,650)	(173,762)
NET EARNINGS (LOSS) FOR THE YEAR	30,784	(33,713)	39,181	114,545	136,937	203,979
RETAINED EARNINGS (DEFICIT), BEGINNING OF YEAR	-	30,784	(2,929)	36,252	150,797	287,734
RETAINED EARNINGS (DEFICIT), END OF YEAR	30,784	(2,929)	36,252	150,797	287,734	491,713

See accompanying notes to the financial projections.

GLACIAL SAND AND GRAVEL - SPECIAL OPERATING AGENCY
PROJECTED STATEMENT OF CASH FLOWS
YEAR ENDED DECEMBER 31

	Unaudited 2001 $	2002 $	2003 $	2004 $	2005 $	2006 $
Cash flows from operating activities						
Cash receipts from customers	2,525,005	1,910,761	1,939,500	2,098,964	2,162,525	2,295,694
Cash paid to suppliers and employees	(1,992,241)	(1,562,332)	(1,334,998)	(1,372,273)	(1,401,417)	(1,433,896)
Long-term interest paid	(263,320)	(332,603)	(314,686)	(295,570)	(273,648)	(256,172)
	269,444	15,827	289,816	431,121	487,460	605,627
Cash flows from finanancing activities						
Repayment of long-term debt	(24,625)	(50,885)	(275,639)	(294,099)	(337,255)	(268,863)
New long-term debt incurred	-	1,119,477	-	-	-	-
	(24,625)	1,068,592	(275,639)	(294,099)	(337,255)	(268,863)
Cash flows from investing activities						
Investment in capital assets	(13,835)	(1,224,885)	-	-	-	-
Prepayment for future capital purchases	(83,461)	83,461	-	-	-	-
	(97,296)	(1,141,424)	-	-	-	-
Net Cash Inflow (Outflow)	147,523	(57,005)	14,177	137,022	150,205	336,764
Due From (To) City of Winnipeg, Beginning of Year	-	147,523	90,518	104,695	241,717	391,922
Due From (To) City of Winnipeg, End of Year	147,523	90,518	104,695	241,717	391,922	728,686

Notes to the Financial Projection
For Five Years ending December 31, 2006

1. Description of Business

On March 20, 1997, Council adopted a document entitled "Reshaping our Civic Government". The document identified the development of Special Operating Agencies (SOAs) as one of the five strategic initiatives needed to create a more affordable and fundamentally better Civic Government. On September 24, 1997, Council adopted the strategic direction with regard to SOAs identified in the report entitled "Special Operating Agencies Initiative." Consistent with the foregoing process, Equipment and Material Services of the Public Works Department prepared a report that outlined all options for alternate service delivery. This report identified the Special Operating Agency option as the financially most viable option. On February 23, 2000, Council directed Public Works to prepare a business plan based on the SOA recommendation. On February 28, 2001 Council approved Glacial Sand and Gravel to commence SOA operations, retroactively effective January 1, 2001.

The SOA deals in three primary products:

1.) Sand and gravel products which are mined from the Pine Ridge and Transcona locations;
2.) Crushed limestone products which are purchased for internal City of Winnipeg users; and
3.) Treated sand which is produced for City of Winnipeg usage.

2. Accounting Principles

The projected financial statements have been prepared on the basis of Canadian generally accepted accounting principles. The projections include the following significant policies.

Product Inventory
The inventory of products manufactured and stockpiled at the Pine Ridge Pit will be, at the time of the SOA start-up, stated at the lower of cost and net realizable value.

Equipment and Structures
Equipment and structures are recorded at cost. Assets will be depreciated by depreciating them over the estimated useful life of the asset using the following annual rates:

Computers	30%
Buildings	4 – 5%
Heavy Equipment	10 years

3. Assets Acquired

The agency acquired equipment and structures previously owned by the Primary Materials Branch for at a cost of $277,000. Assets totaling $14,000 were purchased during the year. The Agency plans to acquire an additional $1,224,900 of assets including $64,000 for computer equipment and systems and $1,160,900 for machinery. All of the above will be financed via long-term debt from the Equipment Replacement Reserve, repayable over a 5 year period at an interest rate of 6.5% (the City of Winnipeg long term borrowing rate).

The City and the SOA have determined, and mutually agreed, that the value of the Pine Ridge Pit is $3,800,000, and this value has been placed on the SOA balance sheet along with a similar amount in long-term debt. Interest has been paid at a rate of 6.5%. Principal will be repaid at a mutually agreed upon date in the future, consistent with Council decision in this regard.

4. Financial Projections

This financial projection is an estimate of the financial position, results of operations, and change in cash flow for the operation of Glacial Sand and Gravel Special Operating Agency, using management's assumptions that reflect the Agency's planned course of action for the five years ending December 31, 2006.

These projections are based on the SOA operating as a self-contained business unit, including all costs required to support its operations. Cost categories considered and included are: human resource, operations and maintenance, facility, capital and associated debt, and overhead. These costs represent a full costing model.

Management's judgment has been used in the assumptions and the most probable set of economic conditions, together with the hypothesis stated in note 5 below. The hypotheses are consistent with the purpose of the information, but are not necessarily the most probable in management's judgment. Since assumptions inevitably will not materialize and unanticipated events and circumstances may occur subsequent to the date of this projection, the actual results achieved during the projected period will vary from the projections and the deviations may be material.

5. Hypothesis

The financial projection has been prepared based on the following hypothesis:

a) That the SOA will be allowed to purchase any support services required to sustain on-going operations
b) As the SOA continues as part of the municipal government structure, the entity is not subjected to corporate income taxation. However, in order to approximate a business model, the financial projections of the entity reflect a provision for income tax equivalents at a rate of 46%, payable to the City of Winnipeg. In addition, future income tax assets which represent the carry forward of unused tax losses have been included for illustrative purposes. These are utilized in future years to offset income tax equivalents payable. No future income tax liability has been recorded as the assumption has been made that depreciation/depletion for accounting purposes approximates capital cost allowance for taxation purposes.
c) That the City of Winnipeg may extend an operating loan and provide long term lending sufficient for the Agency to continue operations with interest charged at 6.5%.
d) According to the annual business plan projections, a portion of the SOA earnings be reinvested into the SOA.
e) Access to the Equipment Replacement Reserve as a source of funding for equipment and machinery purchases.

6. Assumptions - Revenue

Sale dollars are based on current circumstances and information from earlier studies performed by reputable industry experts. All information is reflected FOB pit.

Sales - Dollars	2001	2001 (Actual)	2002	2003	2004	2005	2006
Pine Ridge	988,800	1,334,407	988,800	1,140,300	1,258,800	1,312,800	1,453,800

Transcona	83,500	0	167,000	167,000	208,750	208,750	208,750
Limestone	164,586	588,850	164,586	164,586	167,586	164,586	164,586
Treated Sand (Pine Ridge**)**	481,250	784,020	481,250	481,250	481,250	481,250	481,250
Total	1,718,136	2,677,277	1,801,636	1,953,136	2,113,386	2,167,386	2,308,386

7. Assumptions - Expenses

Note: Unless separately disclosed, all non-material expenditures have assumed a 2% inflationary increase each year.

a) Salaries and employee benefits

The SOA expects to operate with the following staff levels over the next five years:

- WAPSO 2
- CUPE 10

CUPE staffing includes five full-time and five season employees. Employee benefits are estimated to be 18% of total gross salaries.

b) Professional and Consulting Services

The SOA will budget $4,000 annually toward the purchase of outside professional and consulting services, such as quality control and inventory control.

c) Audit Fees

The SOA expects to pay $6,800 annually towards audit fees.

d) Automobile Allowances

Automobile allowance expenses will be incurred by two staff members.

e) Pit Management Information Technology

The SOA has budgeted $75,000 towards the purchase of a pit management hardware and software system and subsequent implementation and training. To date, $11,000 of this amount has been spent.

f) Accommodations

The SOA has budgeted $12,000 annually for the lease of a trailer to house office support staff located at the Pine Ridge Gravel Pit.

g) Telephone Services

An additional communication service expense of $10,000 has been budgeted for to provide wireless connection to the Pine Ridge Gravel Pit location.

h) Advertising/Sales Promotion

The SOA expects to spend $12,000 in advertising and promotion annually.

i) Training

The SOA expects to incur costs of $8,600 annually in addition to the Information Technology training budget.

j) Depreciation

Depreciation is based on rates identified in Note 2.

k) Depletion

Pit depletion will be charged at a rate of 20¢ /tonne for the Pine Ridge location.

l) Administrative Charges

The SOA expects to purchase administrative services from the Public Works Department. Included in these costs are fees for finance, human resources and information technology, totaling $58,400 annually.

m) Interest

Interest will be paid at an annual rate of 6.5% for its long term debt and operating line of credit in accordance with Notes 8 g) and h). Interest payments on the value of the pit property will be made to the City from the Agency. These payments will be directed to infrastructure renewal in The City of Winnipeg; and these contributions will be recognized in the annual capital budget as a separate line item "Contribution to Capital from Glacial Sand and Gravel".

n) Other Governmental Charges

Payments for the Provincial Rehabilitation Levy of 10¢/tonne and the Rural Municipality of Springfield's Aggregate Mining Levy and Road Maintenance Levy of 6.8¢/tonne will be expensed on an annual basis. The Provincial Rehabilitation Levy extinguishes the SOA from further site restoration obligations.

o) Miscellaneous Charges

General Government charges of $57,000 annually have been added to projected costs for 2002-2006. These costs were not envisioned; nor were they included in the Selection Report financial projections previously approved by Council. Amounts have been calculated based on historical activity of the Primary Materials branch, as operated under the Equipment and Material Services division.

8. Assumptions – Assets and Liabilities

a) Cash on hand

Petty cash of $1,000 will be available for incidental expenditures.

b) Accounts Receivable

Accounts receivable have been calculated on the basis of 1 month of sales being outstanding at year-end. As a result, 9% of revenues have been shown as the receivable balance. The SOA has budgeted $20,000 annually to cover outstanding accounts where payment is not ready.

c) Gravel pit asset

The agency has purchased the gravel pit asset at a value of $3,800,000. It is being financed as long-term debt from the City of Winnipeg at an annual rate of 6.5%. The asset is being depleted as outlined in Note 7 k).

d) Property and equipment

The agency purchased assets in use from the City of Winnipeg at fair market value. Other assets will be purchased in accordance with Note 3.

e) Accounts payable and accrued liabilities

Accounts payable will be paid on the basis of 30-day terms and it has been assumed that accounts payable will be approximately 7% of eligible expenses.

f) Retirement allowance and vacation liability

Retirement allowance has been valued in accordance with actuarial estimates of future liability.

g) Due to City of Winnipeg

In the event that the Agency requires short-term financing in the form of an operating line of credit, funds may be borrowed from The City of Winnipeg Idea Bank of up to $400,000. Interest will be paid to the Idea Bank at a rate of 6.5%.

h) Long-term Debt

Debt for property and equipment purchases will total $1,484,370 and will be obtained from the Equipment Replacement Reserve at an interest rate of 6.5% repayable over a 5 year period. Debt taken for the purchase of the gravel pit in the amount of $3,800,000 will incur interest charges at 6.5% and is paid to the City of Winnipeg.

9. Long-term Debt

Long term debt at December 31 of the following years consists of the following:

	2002	2003	2004	2005	2006
Debt (interest rate 6.5%)	$ 5,116,967	4,841,328	4,547,229	4,209,974	3,941,111
Less: Current Portion	$ 275,639	294,099	337,255	268,863	141,111
Long-term Portion	$ 4,841,328	4,547,229	4,209,974	3,941,111	3,800,000
$3,800,000 in debt for the Pine Ridge Pit has no fixed term of repayment (see Note 3)					

10. Related Party Transactions

The Special Operating Agency's transactions with its related company (City of Winnipeg) are carried out in the ordinary course of business and consist mainly of the sale of aggregate materials (sand and gravel) and the purchase of administrative services, material from the Transcona Pit at $ .25 per tonne, and the payment of interest on long-term debt.

Sales, purchases and interest on long-term debt recorded at market values for the years ended December 31, consist of the following:

	2002	2003	2004	2005	2006
Sales	$ 871,436	871,436	871,436	871,436	914,636
Purchases	$ 83,386	84,553	91,995	93,209	94,449
Interest on Long-term Debt	$ 332,603	314,686	295,570	273,648	256,178

Selection Report - Winnipeg Golf Services Special Operating Agency
File GL-5.6.1 (Vol. 6)[c/r PR-6 (Vol. 9)]

2. On March 20, 1997, Council adopted Clause 1 of the Report of the Executive Policy Committee dated March 17, 1997, with respect to *"Reshaping Our Civic Government"* which identified the development of Special Operating Agencies as one of five strategic initiatives needed to create a more affordable City government.

On February 24, 1999, Council adopted Clause 3 of the Report of the Executive Policy Committee dated February 17, 1999, with respect to the *1999 Alternative Services Delivery Review Agenda* which identified the municipal golf course operation as an Alternate Service Delivery candidate. A Feasibility Study was subsequently prepared and presented to the Alternate Service Delivery Committee.

On February 23, 2000, Council adopted the recommendations contained in Clause 2 of the Report of the Alternate Service Delivery Committee dated February 4, 2000, directing that an Operating Charter and Business Plan for a Special Operating Agency with a mandate to manage and be accountable for maximizing the return on city-owned golf course assets, be prepared for consideration by Council.

Municipal golf courses have historically been regarded as recreation facilities that served a public good or social need. While revenue generation was important, it was not always the basis on which operational and strategic decisions were made.

It is the intention of the Agency, under the jurisdiction of the Planning, Property and Development Department to manage golf courses as valuable City assets and shift the strategic and operational focus to that of maximizing profitability.

The existing asset mix is comprised of:

Leased Properties - Private Clubs on City-owned lands:

Assiniboine Golf Course
Rossmere Country Club
St. Boniface Golf Club
Transcona Golf Club
Wildwood Club
Charleswood Golf Club - terminated October, 2001

Management Agreements - Private Operators on City Owned Lands

Canoe Club Golf Course
Tuxedo Golf Course

Contractor Operated City Courses

John Blumberg Golf Course
Harbour View Golf Course and Recreation Complex (Contractor operated; City maintained)

City Operated and Maintained Courses

Kildonan Park Golf Course
Windsor Park Golf Course
Crescent Drive Golf Course

In the short term, the existing mix of leased, externally managed and city-operated golf courses will be maintained. This strategy is required in order to reasonably assess the long-term viability and cost effectiveness of the courses in each of the categories. After a period of three years, an evaluation will be carried out and a business decision will be made relative to the future of these City assets.

During the initial three years of the business plan, the City operated courses, which have suffered in recent years from a lack of investment and improvement, will see significant capital funding invested in improvements to physical infrastructure and on-course playability features. This will provide the basis on which to assess the future viability of these courses to that of alternative methods of operation or uses.

Accountability Framework

Operating as an SOA will enhance the financial and organizational accountability of Winnipeg Golf Services. A flow chart outlining the accountability structure of the Agency is included in Section 8 of the Operating Charter identified as Appendix "A" hereto.

The expectations of Winnipeg Golf Services is that it will:

- Provide a financial benefit to the City beyond that of other ASD options or that of a Departmental Branch function.
- Improve the value of the City's golf course assets.
- Improve the public image of Municipal Golf Courses.
- Function under Generally Accepted Accounting Principles (GAAP).
- Be professional and business-like in all operational matters.

Financial Performance and Reporting Framework

Pro forma financial statements have been prepared which include a projected balance sheet, statement of projected revenues and expenses, statement of projected changes in financial position, and projected statement of equity identified as Appendix "C" hereto.

The Agency will analyse the cost of services provided by City departments and will make future purchase decisions based on the best business interests of the Agency.

Operating as an Agency, Winnipeg Golf Services will fully cost its operations and will be subject to an annual audit, quarterly reporting and an annual report in accordance with the Operating Charter.

Financial returns outlined in the Agency's annual year-end report, in excess of those outlined in the financial projections will be reviewed and proper treatment determined by the Alternate Service Delivery Committee.

Human Resource Framework

Golf Services envisions a team of motivated employees that are focused on providing the best possible level of service to our clientele within the context of the overall financial and operational success of the Agency. It is the intent of the Agency to invest time, energy and resources into the existing staff complement through training and development that will result in a more adaptable and productive unit. New staff will be carefully screened and selected in order to ensure a compatible fit with the direction, philosophy and skill set required for future success.

The former staff complement of Municipal Golf Courses consisted of:

- 0.6 Coordinator
- 0.5 Operations Assistant
- 1.0 Maintenance Foreman
- 50 seasonal staff

The Golf Services staff complement will consist of:

- 1.0 Chief Operating Officer
- 1.0 Operations Assistant
- 1.0 Maintenance Foreman
- 51 seasonal staff

The additional seasonal staff person is a Maintenance I position that is required to repair and maintain the fleet of turf equipment (92 units), auto carts (48 units) and miscellaneous small equipment.

All terms of the collective agreement and union representation continue to apply with the exception of those items that may be changed through negotiation and agreement between the Agency and the Union.

Information Technology Framework

Golf Services has negotiated a tentative internal service agreement with the Property and Information Systems (P&IS) Division of the Planning, Property and Development Department for the provision of technical, mapping and graphics support services. This agreement will be finalized upon approval of the establishment of the Agency.

P&IS will provide the following list of services to the Agency in the planning, development, implementation and support of information systems and graphic services:

- Information Systems & Technology Architecture Control
- Information Systems Methods Planning
- Information Systems & Technology Migration Planning
- Data Systems Support
- Information Systems & Technology Support
- Security Support
- Electronic Communications Support
- Mapping Services
- Publication Graphic Services

Additional services (e.g. Project Management, Database Management, Application Development, etc.) may be acquired on a project-by-project basis and full costs will be determined during project and business planning.

The Agency is not contemplating any major IT projects in the immediate future. Over the term of the plan, systems and equipment will continually be upgraded through existing resources. Communication will be enhanced via e-mail capability at each site and at the office of the Maintenance Foreman. Daily reporting of revenues and attendance including year to date totals will be automated.

When appropriate, the Agency will ensure that consistency and connectivity is maintained with standards established by the City of Winnipeg for communication and reporting.

Physical Asset Management

The operation and management of golf courses requires the use of a variety of material assets that can be categorized as follows:

- Land
- Buildings and other physical structures
- Turf maintenance equipment
- Furnishings, tools and other miscellaneous small equipment

The land assets of the Agency consist of 12 sites with a total assessed value of $20,376,565.00 as determined by the City of Winnipeg Property Assessment Department as of January 1, 2002. Each site houses a number of physical structures including some or all of clubhouse, maintenance building(s), equipment storage, chemical storage, starter enclosure, concession stand, pro shop, rain shelter(s), pump house.

The City does not own the physical structures at the Assiniboine, Rossmere and Wildwood sites. The buildings and land that the buildings are on are owned by the private operators. The Canoe Club clubhouse facility is not viewed as a golf course asset.

The condition of buildings varies considerably. Kildonan and Windsor clubhouses for example were constructed in the 1920's and, although quite functional, require significant annual maintenance and would benefit from a major renovation or replacement.

John Blumberg, Harbour View and Crescent Drive clubhouses are newer in relative terms but are at or near the stage where maintenance funds will be required to keep them in good operating condition.

Clubhouse facilities at the leased courses are the responsibility of the lessees. Tuxedo clubhouse was replaced in 2000.

The Agency maintains four golf course sites utilizing 90 pieces of equipment plus 2 half-ton trucks. Turf maintenance equipment includes tractors, rough cutters, fairway mowers, greens mowers, tee mowers, utility vehicles and aerators. Specialty equipment and attachments such as backhoes, spreaders, tillers, trenchers, leaf blowers, snow blowers and snowmobiles are also used and maintained. Equipment and vehicles will only be replaced as required. Some equipment does not receive extensive use and its usable life could exceed the projected replacement period. Each piece of equipment is assessed prior to replacement.

The Agency operates and/or maintains only five of the twelve sites under its jurisdiction. Furnishings, tools and equipment are supplied to Windsor, Kildonan, and Crescent Drive for all clubhouse and maintenance purposes. In the case of Harbour View and Blumberg, only limited equipment and furnishings are supplied, as the respective contractors are responsible for the supply of some of these items.

Hand tools and small equipment are replaced on a regular basis as required. Clubhouse furnishings at all sites that the Agency is responsible for is old, dated and in need of replacement or repair. This will be undertaken on a priority basis over the term of the business plan.

Performance Measurement

The success of the Golf Services SOA will be measured by the extent to which the Service Goals and Strategies are achieved. Ultimately, the Agency must attain the financial goals it has set and improve the overall asset worth of the City's golf course operation.

Performance of the Agency will be measured primarily in the following areas:

Goal	Description	Measure of success
Financial	Financial return to the City and improvement of the golf course asset.	Meet or exceed the forecasted financial return to the City over the course of the 5-year business plan. Increased value of the physical assets through infrastructure improvements.
Customer Service	Continually improve the image that we portray to customers.	Track each customer complaint, determine legitimacy, take appropriate action and provide feedback. Improved staff appearance through adherence to uniform guidelines. Assessed through observation and independent checks. Consistent use of appropriate greetings over the counter and on the telephone measured through observation, independent assessment and customer feedback. Positive customer survey results with satisfaction levels of 80%+. Aesthetic improvements that meet with customer satisfaction as determined through survey results.
Associated Services	Improved service and image through provision of golf related services.	Introduction of Corporate Sponsorship in selected areas. Increased merchandise sales. Increased sales of food and beverage in clubhouses and on courses. Increased auto cart rentals.
Environment	Reduce harmful affects of maintenance practices and contribute to the long-term viability of golf courses.	Reduced use of harmful chemicals. Increased native vegetation and wildlife on golf course properties. Recognition as an environmentally friendly golf course operation.

Specific annual and long-term goals will be established from which to measure the success of the Agency. These goals will be prepared in consultation with the Advisory Board and detailed in the annual business plan.

Issues

Competition: Winnipeg Golf Services will actively compete in the golf market. Green fees will be reflective of market pricing and other additional sources of revenue will be explored. The municipal golf courses presently are at the high end of rounds played among public golf courses in the Winnipeg market. New public courses that come into the market, depending on their green fee rate and degree of difficulty, could impact on the rounds played at municipal courses. A significant increase in marketing and promotion will be implemented in order to retain the current customer base and make the municipal courses an attractive choice for new golfers.

Course and Clubhouse Improvements: The Municipal courses have had effectively no capital improvements done in the last decade. As a result, the condition of the courses and clubhouses has fallen below the standard generally acceptable for public courses. A capital improvement program will be implemented that brings the courses and clubhouses up to a reasonable standard. This program

is designed to catch up with improvements that have been deferred over the years. The financial success of the operation will determine if additional improvements can be made that will make the municipal courses stand out among public golf courses.

Staff and Union Support: Permanent staff is aware of the challenges the Agency must overcome to be successful. Seasonal staff will be briefed on the vision and goals of the Agency and will be given the opportunity for input as to how targets are achieved. CUPE has, to date, been supportive of the efforts of the SOA in its formative stage. Support, cooperation and input from the staff and Union are essential to the success of the Agency.

Implementation

Golf Services implemented changes in 2001 that began the transition process toward an SOA. This transition will continue to be phased in throughout the 2002 season. In the short term, the existing mix of leased, externally managed and city-operated golf courses will be maintained. This strategy is required in order to reasonably assess the long-term viability and cost effectiveness of the courses in each of the categories. After a period of three years, an evaluation will be carried out and a business conclusion will be made relative to the future of these City assets.

During this three year period, the City operated courses, which have suffered in recent years from a lack of investment and improvement, will see significant capital funding invested in improvements to physical infrastructure and on-course playability features. This will provide the basis on which to assess the future viability of these courses to that of alternative methods of operation or uses.

Following the 2004 operating season, the Agency will conduct an overall assessment of its operation and make recommendations regarding future methods of operation for each grouping of golf courses (City operated; externally managed; leased).

Conclusion

Creation of the Special Operating Agency will allow the City to test its performance in the golf market while not jeopardizing the value of its golf course assets. A financially responsible and realistic strategy for the operation and long-term sustainability of municipal golf course operations has been developed which provides for a reasonable chance of success and a significant challenge for management and staff.

The creation of the SOA will provide the opportunity for the municipal golf courses to return to a position of prominence in the Winnipeg golf market. The Agency will recognize competition in the industry and be proactive in providing the best possible golf experience within its identified market niche. An aggressive approach will be employed in retaining the current customer base and attracting new clientele.

The Agency will be fully accountable for meeting service needs of customers in a timely, high quality, cost effective manner. The financial and operational flexibility afforded to the SOA will enable the Agency to make decisions in a business-like manner and customize services to satisfy golfer demands.

Report of the Alternate Service Delivery Committee dated April 9, 2002

The Alternate Service Delivery Committee recommends:

I. That the Winnipeg Golf Services be authorized to commence operations as a Special Operating Agency and that this change be retroactive to January 1, 2002.

II. That a loan in the amount of $695,000.00 be approved as outlined in the Financial Projection [Appendix "C", note 3(b)] from the Golf Course Reserve Fund at the City's borrowing rate, to finance capital improvements required by the Agency.

III. That an operating line of credit in the maximum amount of $400,000.00 be approved at the City's borrowing rate. Funds will be accessed through the inter-company balance with the general revenue fund to meet ongoing cash flow requirements of the Special Operating Agency.

IV. That the Winnipeg Golf Services Operating Charter as provided for in Section 81.10 through 81.16 of the City of Winnipeg Act be approved as outlined in Appendix "A", including:

A. the delegations and exemptions required by the Agency to exercise business-like practices, as outlined in Appendix "I" of the Operating Charter.

B. the establishment of the Agency's Advisory Board membership and terms of appointment as outlined in section 3.10 of the Operating Charter in Appendix "A".

C. the percentage of Council votes as being 2/3 majority of the total number of members of Council necessary to dissolve the Agency or change the Agency's Operating Charter.

V. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing, including the execution of any documents related thereto.

Appendix "A" referred to in Clause 2 of the Report of the Alternate Service Delivery Committee dated April 9, 2002

APPENDIX 'A'

WINNIPEG GOLF SERVICES

OPERATING CHARTER

Winnipeg Golf Services SOA

OPERATING CHARTER

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APPENDICES 16

1. Delegations and Exemptions

Section 1: Preamble

1.1 Background

On March 20, 1997 Council adopted the *Reshaping Our Civic Government* document identifying the development of Special Operating Agencies as one of five strategic initiatives needed to create a more affordable City government.

On Feb. 24, 1999 Council adopted the *1999 Alternative Services Delivery Review Agenda* which identified the municipal golf course operation as an Alternative Services Delivery (ASD) candidate. A Feasibility Study was subsequently prepared and presented to the ASD Committee

On Feb. 23, 2000 Council adopted the recommendation of the Alternative Services Delivery Committee that an Operating Charter and Business Plan for a Special Operating Agency with a mandate to manage and be accountable for maximizing the return on city-owned golf course assets, be prepared for consideration by Council.

1.2 Establishment of the Agency

Winnipeg Golf Services has been designated effective January 1, 2002 as a Special Operating Agency and this operating charter has been approved by Council resolution **[No.]**, pursuant to ***The City of Winnipeg Act***.

1.3 Name of the Agency

Winnipeg Golf Services (pending registration)

Section 2: Policy Framework

2.1 Vision/Mission

Winnipeg Golf Services strives to be recognized as a leader in the provision of Municipal golf services. The Agency endeavours to make municipal golf courses the location of choice by providing responsive customer service, maintaining the highest possible standard of play and continually striving to improve our product in the golf market.

2.2 Goals

The primary goals of the Agency are:

- Maximize green fee revenue
- Improve golf course playability
- Provide high quality customer service
- Ensure financial and environmental sustainability
- Improve the image of municipal courses
- Increase revenues from associated services
- Administer contracts and leases for non-City operated courses

2.3 Values and Principles

The Agency's mission and goals are supported by the following core organizational values and guiding principles:

<u>Values</u>

- Customer focus
- Business mentality
- Creativity and innovation
- Environmental responsibility

<u>Guiding Principles</u>

- Teamwork
- Sustainability
- Focus on value and results
- Flexibility
- Be responsive

2.4 Products and Services

The Agency provides a service that consists of:

- Operating and maintaining golf courses
- Managing contracts and leases for City lands used for privately operated golf courses
- Managing a contracted cross country ski operation
- Other services compatible with a golf operation

2.5 Markets

The Agency will actively compete for golf business in the Winnipeg and surrounding area market. It will endeavour to increase its market share by retaining existing customers and attracting new clientele from selected demographic groups. This includes Winnipeg residents and visitors to the city. Focus will be solely on the public golf market. There is no intention within the term of the business plan to undertake a private membership offering. (Note – leased courses offer a combination of private and public opportunities). The Agency will actively market its product and will introduce new products and services previously not offered at municipal courses.

2.6 Special Operating Agency Status

The Agency will operate and conform to accepted business practices in all financial and business dealings.

It will be accountable for the results of business operations on the basis of the performance measures as outlined in the Selection Report.

The Agency will be required to operate independently and be accountable to the appropriate administrative or political entity and will come forward for policy direction not explicitly covered or implied in the Charter document.

Section 3: Accountability Framework

3.1 Reporting Relationships

The Agency operates under the management and program direction of the Chief Administrative Officer and the Director of the Planning, Property and Development Department. Policy direction comes from Council, the Executive Policy Committee and the ASD Committee in consultation with the Standing Committee(s). The ASD Committee assures corporate financial direction and accountability.

The Agency's accountability structure aligns political, administrative and community interests, in support of the mandate and the public good.

3.2 Council Responsibility

Under The City of Winnipeg Act, Council has final decision authority relative to the Agency. This includes, but is not restricted to, designation of the Agency and its operating charter, feasibility study and selection report, delegations of authority, and advisory board appointments.

After a start up period of not longer than six months, Council receives summary quarterly and annual reports as information to assess the Agency's performance and policy outcomes.

3.3 Executive Policy Committee Responsibility

EPC on recommendation of the ASD Committee reviews the Agency's plans, reports, and proposals and recommends appropriate decisions by Council. EPC maintains a strategic oversight role.

3.4 ASD Committee Responsibility

The ASD Committee is responsible for providing corporate leadership of Alternative Service Delivery (ASD) initiatives, including SOAs.

While its overriding concern is to assess SOA financial needs and implications, it maintains a broader role in evaluating the corporate benefits delivered by the SOA within the strategic context of ASD.

3.5 Standing Policy Committee on Property and Development Responsibility

The Standing Policy Committee on Property and Development reviews Agency plans, reports, and proposals on referral from or in conjunction with the review process through the ASD committee. Its comments are factored into analyses and recommendations forwarded to EPC and Council.

3.6 Chief Administrative Officer Responsibility

The CAO has executive management responsibility, in concert with Standing Committees to provide policy advice, program and service direction concerning the effective management, operation, and performance of the Agency.

The CAO shall designate the chairperson of the Advisory Board.

3.7 Chief Financial Officer Responsibility

The CFO directs Corporate Finance expertise that assists the Agency in its formation and ongoing operations.

3.8 Department Head Responsibility

The Director of Planning, Property and Development monitors the Agency's management, operations, and performance relative to attainment of civic goals and departmental objectives.

As required, the Department Head assists the Agency COO in establishing effective and efficient working relationships within and outside the organization. The Department Head is an ex-officio member of the Advisory Board.

3.9 Agency Head Responsibility

The COO of the Agency is accountable for sound management of the Agency in accordance with the highest public sector standards and ensures the objectives and targets stated in the business plan are achieved.

The COO is responsible for managing the Agency planning and reporting processes. These plans and reports are provided through the CAO for the information / approval of the ASD Committee in consultation with the Standing Policy Committee, EPC, and Council.

The COO is an ex-officio member of the Advisory Board and provides the board with business plans, activity reports, charter revisions and other proposals and information required for effective management and accountability.

3.10 Advisory Board

The role of the Advisory Board is to provide advice on the Agency's strategic operations and on changes to its mandate, structure, business practices, and finances. The advisory board reviews and comments on the Agency's proposed business plans, quarterly and annual reports, and charter revisions.

The Advisory Board is chaired by a City representative appointed by the CAO. Other members are appointed for a two-year renewable term. Board members may be selected from various stakeholder groups approved by Council. Individual member appointments are delegated to the ASD Committee. Council is advised annually of current advisory board members through the annual Selection Report process.

Subject to approval of the stakeholder group by Council, the Advisory Board consists of:

- City representative (chair)
- Department Head or designate (ex-officio)
- Chief Operating Officer (ex-officio)
- Appointee of the Canadian Union of Public Employees
- Agency staff representative
- 3 stakeholder representatives (customer; business; golf industry)

The chairperson is responsible for calling meetings, setting agendas, directing meetings, seeking advice from members, and ensuring members receive sufficient information about the Agency and its operations to enable them to provide sound advice.

Other external resources or Agency staff may be invited to attend meetings at the request of the chairperson. The composition of the board may change over time as needs or circumstances warrant. No person is appointed to the board who has a conflict of interest unless an acceptable declaration is filed in accordance with City policy.

The board meets at least quarterly or at the call of the chairperson.

3.11 Customer Relations

The Agency is accountable to its client set in meeting program and service needs in a timely, quality-conscious, and cost-effective manner. The Agency embraces a service excellence ethic in all customer relations.

3.12 Corporate Relations

The Agency continues to be bound by relevant legislation, bylaws, and Council resolutions. Exemptions and delegations (Appendix I) are conferred through this operating charter by Council to enable the Agency to meet its mandate and business objectives.

3.13 Departmental Relations and Service Agreements

The Agency has been delegated the authority to exercise choice in the purchase of services, either internal or external to the City of Winnipeg.

The Agency will continue to receive its current levels of service, or service levels, from other civic departments as outlined in the Selection Report. During the three year transition period, the Agency, in conjunction with the relevant civic departments, will monitor and review all costs and utilization rates, and upon completion of a business case analysis, the Agency will determine whether or not it will be entering into a service agreement with a City service provider or seek an external service provider based on best business case practices.

3.14 Delegation of Authority

Exemptions from City policies and delegations are listed in Appendix I.

Exemptions cover those administrative policies considered to impair business-like operations, not relevant to the Agency, or for which non-compliance has minor consequences.

Delegations allow the Agency to administer the existing policy. They are vested in the Agency COO, who may sub-delegate to facilitate day-to-day operations.

Appropriate policy directives are to be incorporated as amendments to the Charter at the earliest opportunity. The Agency is exempt from new policies and directives unless specifically directed to participate.

Section 4: Planning and Reporting Framework

4.1 Planning and Reporting Schedule

The planning and financial reporting schedule is determined by the CFO in consultation with the Agency COO to synchronize with the general planning, budgeting, and reporting requirements of The City of Winnipeg.

4.2 Operating Charter

The Operating Charter is the formal articulation of the function, mandate, terms, conditions and requirements governing the operation, and defining the function and mandate of the Agency. Any proposed amendments are presented to Council for approval. The Operating Charter is a public document.

4.3 Selection Report

A summary of the annual business plan, the Selection Report, is provided to Council each year. The Agency will participate in the broader planning process of the City of Winnipeg.

4.4 Annual Report

Within 120 days following the end of the fiscal year, the Agency will prepare an annual report for Council detailing its results for the year. The report includes an analysis of operational and financial results compared to business plan targets, as well as the audited financial statements of the Agency for that fiscal year.

The separate and distinct nature of the Agency's report does not preclude consolidation in the City or a departmental annual report and year-end financial statements nor does it preclude any form of public consultation.

4.5 Quarterly Reports

Interim reports on the Agency's financial position and progress against key objectives and performance targets are prepared quarterly. Reports are forwarded in summary form to Council as information.

Section 5: Financial Framework

5.1 Fiscal Year

The fiscal year of the Agency coincides with the fiscal year of The City of Winnipeg.

5.2 Implementation

At an administrative level, the CAO or designate, the Department Head and the Agency COO shall discuss and agree on the following as detailed in the business plan:

- Accounting principles to be applied
- Valuation of assets and liabilities (an opening balance sheet)
- Periodic reporting
- Information systems and technology
- Long and short-term financing
- Cash management and investing
- Budget requirements (if any), and
- Service provision agreements

As part of the management principles inherent in SOAs, the standard budgetary expenditure controls do not apply. Bottom-line financial results are the mechanism for measuring the success of the Agency.

5.3 Costing and Pricing

The Agency costs its services on a full-cost basis including direct costs, support costs and overhead costs.

Subject to any fee or charge established by Council, the Agency can set and adjust its prices in response to market forces, and the need to provide a competitive service.

5.4 "Public Good Allocation"

If the Agency is directed to contribute to City policy objectives that run counter to pure business principles (e.g., subsidizing the provision of a service), costs of these contributions may be adjusted against the bottom-line targets of the Agency and/or covered by way of tax-supported funding. These "public good" allocations are assessed annually as part of the Agency's business plan review.

5.5 Audit

The Agency will have an annual audit in compliance with legislation. Special audits and/or evaluations may also be conducted as the need arises.

Section 6: Human Resource Framework

6.1 Staff Levels

The Agency may adjust its staff complement within established financial parameters as business circumstances dictate.

The Agency can utilize term and casual staffing as necessary to meet short-term workload requirements.

6.2 Compensation and Classification

The Agency's staffing and classification activities are governed by collective agreements.

The Agency may, in consultation with Human Resource Services, alter existing classifications or develop its own classification categories and/or groups through letter(s) of understanding with CUPE.

6.3 Training and Development

The Agency will provide its employees with training and career development opportunities necessary to serve its customers and respond to changing market forces and civic policies.

6.4 Performance Management

The Agency will conduct performance appraisals annually at all levels.

The emphasis on bottom-line finances and results assists in formulating measurable objectives and in deciding whether objectives have been met. Performance measures attempt to capture results-based information.

This bottom-line focus and the promotion of an entrepreneurial style across the organization means increased use of the business plan as a framework for assessing individual performance. The performance of the COO is assessed based on achievement of annual targets presented in the selection report.

6.5 Recognition and Rewards

The Agency may devise and implement rewards which stem from the business successes of the organization. Appropriate incentive programs can be explored in consultation with Human Resource Services and presented on a business-case basis in the summary of the annual business plan.

6.6 Labour Relations

All terms of the collective agreement and union representation continue to apply subject to terms and conditions of any supplemental agreement(s) that may be negotiated between CUPE and the City.

Section 7: Implementation and Review

7.1 Effective Date

The effective date of Agency status for Winnipeg Golf Services is January 1, 2002.

7.2 Transition Period

A transition period of up to three years is required. This enables customers, stakeholders, and the Agency itself to adjust to the modified operating environment with minimal disruption to service delivery.

7.3 Evaluation

In support of its mission, the Agency is responsible for achieving performance targets set out in its annual selection report.

The Agency is evaluated against these targets and reports on its performance in the annual report.

A formal evaluation of the Agency's effectiveness is planned to take place three years from start-up.

7.4 Review and Revision of Charter

Review of the Agency's operating charter is carried out as required. Proposed revisions to the charter are tabled with the ASD Committee as part of the annual business plan approval process. Any revisions to the charter are subject to Council approval through a 2/3 majority of the total number of members of Council.

7.5 Termination of Charter

Council, by 2/3 majority, may revoke the Agency's charter at any time and reorganize, reassign, or dissolve the Agency as Council deems necessary. If the Agency is dissolved or reorganized such that a substantially different organization is constituted, a final report covering the period from commencement of the fiscal year to the date Agency operations ceased or were reorganized must be submitted to Council within 120 days of reorganization or cessation of operations.

Section 8: Accountability and Reporting Structure

COUNCIL

Agreement

This document represents the operating charter of the Winnipeg Golf Services Special Operating Agency as established by Council under ***The City of Winnipeg Act***.

The undersigned affirm the terms and conditions of this charter and agree to uphold its aims and objectives in support of a sustainable Agency.

Chairperson, ASD Committee	**Chief Operating Officer**
Chief Administrative Officer	**Department Head**

Dated this _____ day of _____, 2002.

APPENDIX I

DELEGATIONS AND EXEMPTIONS

In adhering to business-like practices, the Agency will require certain delegations and exemptions. The following delegations and exemptions are integral in meeting the financial and operational goals of the Agency:

1. Exemption from the City of Winnipeg Fees and Charges Policy. Fee increases and amendments will be set out in the annual selection report for Council consideration.

2. COO is designated as the Contract Administrator for the golf course portion of the concession contract with Sodexho Corporation of Canada Ltd.

3. At the conclusion of the concession contract with Sodexho Corporation (November 30, 2004 or earlier date as may be mutually agreed) the method of operation of golf course concessions which best serves the mandate of the SOA be evaluated by the COO, and further the COO is authorized to operate golf course concessions with City staff, or alternatively, award a contract for operation as may be appropriate.

4. The COO is delegated authority within the jurisdiction of the Agency consistent with that of the Director of Planning, Property and Development with a dollar limit not to exceed $250,000.

5. Within the broad guidelines of the City's Purchasing Policy, the Agency is granted authority to exercise choice in the purchase of goods and services provided that such decisions are made in the best interests of meeting the mandate and financial goals of the business plan.

6. The Agency is exempt from standard spending limitations for budgetary control purposes.

7. When the Agency is directed to undertake "public good" initiatives, the cost of such initiatives will be reimbursed in full to the Agency.

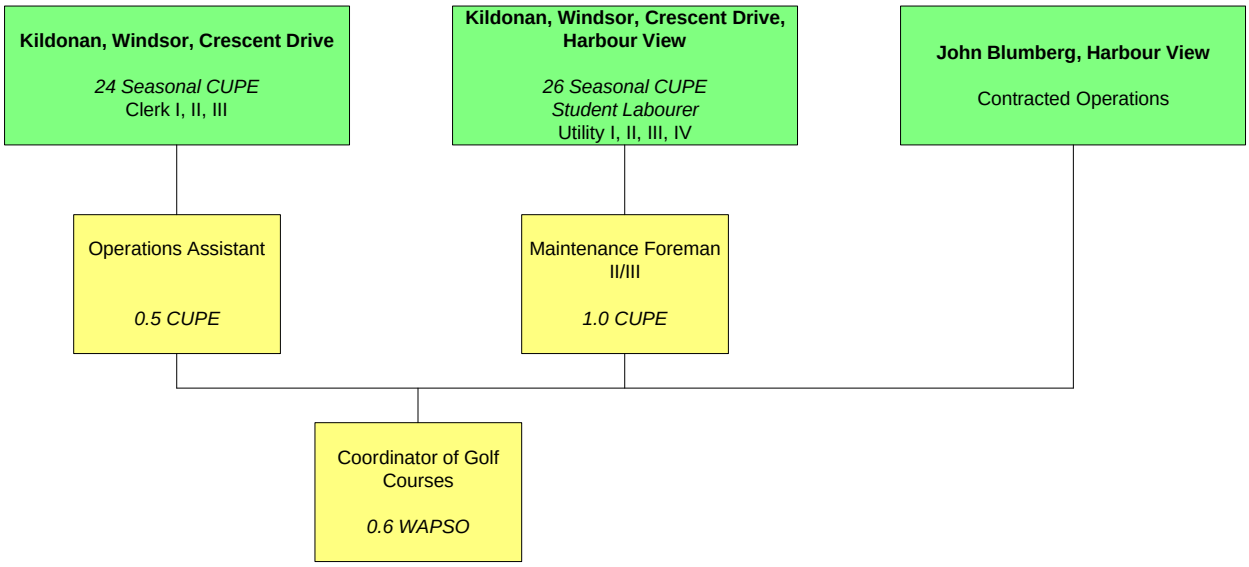
Appendix “B” referred to in Clause 2 of the Report of the Alternate Service Delivery Committee dated April 9, 2002

APPENDIX ‘B’

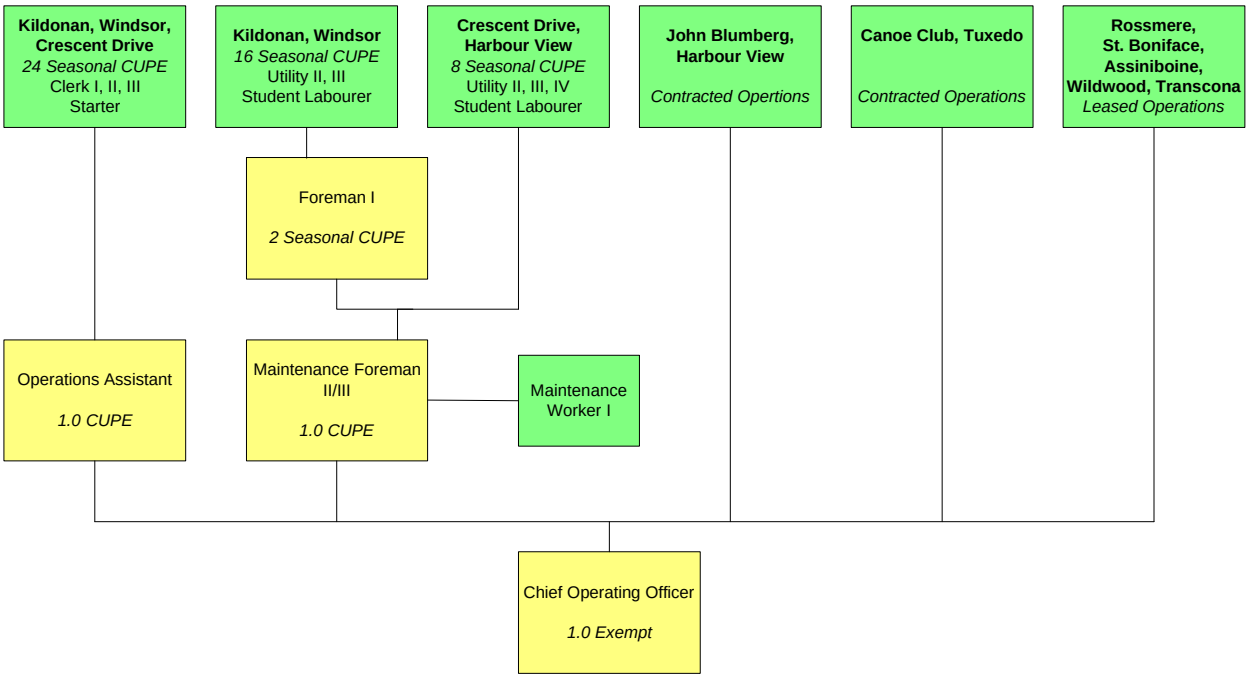
WINNIPEG GOLF SERVICES

ORGANIZATION CHARTS

Golf Courses Staff Complement
Traditional Model



Golf Courses Staff Complement
Proposed SOA Structure



Appendix “C” referred to in Clause 2 of the Report of the Alternate Service Delivery Committee dated April 9, 2002

APPENDIX ‘C’

WINNIPEG GOLF SERVICES

FINANCIAL PROJECTIONS

5 YEARS ENDING DECEMBER 31, 2006

Golf Services - Special Operating Agency
Projected Balance Sheet
December 31

	2002 $	2003 $	2004 $	2005 $	2006 $
ASSETS (Note 7)					
Current					
Cash on hand	2,700	2,700	2,700	2,700	2,700
Returnable Containers	50	50	50	50	50
Inventory (Note 2)	45,000	45,000	45,000	45,000	45,000
	47,750	47,750	47,750	47,750	47,750
Land, buildings and equipment: (Note 2)					
Land	20,376,565	20,376,565	20,376,565	20,376,565	20,376,565
Buildings	3,389,690	3,414,690	3,454,690	3,454,690	3,804,690
Golf Course Improvements	645,000	845,000	1,035,000	1,245,000	1,245,000
Furniture and Other Equipment	716,000	736,000	756,000	776,000	976,000
	25,127,255	25,372,255	25,622,255	25,852,255	26,402,255
Less: accumulated depreciation	218,313	467,750	733,738	1,012,526	1,314,563
	24,908,942	24,904,505	24,888,517	24,839,729	25,087,692
TOTAL ASSETS	24,956,692	24,952,255	24,936,267	24,887,479	25,135,442
LIABILITIES (Note 7)					
Current					
Accounts payable and accrued liabilities	-	-	-	-	-
Deferred revenue	-	-	-	-	-
Due to City of Winnipeg (Note 3c)	13,784	95,499	142,427	32,219	153,280
Current portion of long-term debt	-	52,728	55,891	59,245	62,800
	13,784	148,227	198,318	91,464	216,080
Long Term (Notes 3b and 7d)					
Retirement allowance and vacation liability	333,926	300,535	267,142	233,749	200,357
Long-term debt - Acquired Assets	3,975,690	3,975,690	3,975,690	3,975,690	3,975,690
Long-term debt - Required for Capital Plan	695,000	642,272	586,380	527,135	464,334
	5,004,616	4,918,497	4,829,212	4,736,574	4,640,381
EQUITY	19,938,292	19,885,531	19,908,737	20,059,441	20,278,981
TOTAL LIABILITIES AND EQUITY	24,956,692	24,952,255	24,936,267	24,887,479	25,135,442

Golf Services - Special Operating Agency
Statement of Projected Revenues and Expenses
For the Years Ended December 31

	1996-2000 AVERAGE	2002	2003	2004	2005	2006
	$	$	$	$	$	$
Revenues: (Note 4)						
Green Fees	2,130,148	2,496,514	2,654,230	2,809,055	2,949,381	3,111,998
Equipment Rentals	159,196	209,856	237,702	237,702	245,338	250,945
Merchandise Gross Profits	36,221	38,000	45,000	48,000	55,000	57,500
Concessions	193,357	175,100	178,602	182,174	200,391	204,400
Miniature Golf	-	-	25,935	25,935	25,935	30,257
Other	43,523	25,500	27,500	27,500	30,000	30,000
Net Revenue-Leasing Operations	-	(4,318)	11,054	10,394	41,467	66,918
Total Revenues	2,562,445	2,940,652	3,180,023	3,340,760	3,547,512	3,752,018
Expenses: (Note 5)						
Salaries & Employee Benefits	1,024,819	1,222,939	1,247,117	1,271,748	1,297,181	1,323,122
Services	575,523	682,482	706,177	721,108	734,903	749,528
Materials,Parts,Supplies	159,833	157,075	162,915	165,973	169,093	212,275
Debt & Finance Charges	54,436	-	-	-	-	-
Transfer to Golf Course Reserve	219,267	-	-	-	-	-
Interest on Short Term Debt	-	4,956	12,047	9,283	7,948	11,128
Interest on Long Term Debt - Capital Plan	-	41,700	41,700	41,700	38,536	35,183
Total Expenses	2,033,878	2,109,152	2,169,956	2,209,812	2,247,661	2,331,236
Net Revenue	528,567	831,500	1,010,067	1,130,948	1,299,851	1,420,782
Allocated to the City: (Note 6)						
Property Tax Equivalents	-	214,772	221,215	227,851	234,687	241,727
Departmental Support Costs	-	41,000	41,820	42,656	43,510	44,379
Office Accommodation Costs	-	14,800	14,800	14,800	14,800	14,800
Provision for Payroll Taxes	-	1,071	1,914	2,806	3,722	4,657
Provision for Business Taxes	-	25,100	25,100	25,100	25,100	25,100
Interest on Long Term Debt - Acquired Assets	-	238,541	238,541	238,541	238,541	238,541
City's Return on Investment	-	220,000	260,000	280,000	300,000	320,000
Total Costs allocated to the City	-	755,284	803,390	831,754	860,360	889,204
Other Costs:						
Depreciation, Fixed Assets	-	218,312	249,438	265,988	278,787	302,038
Annual Audit Fee	-	10,000	10,000	10,000	10,000	10,000
Total Other and Allocated Costs	-	983,596	1,062,828	1,107,742	1,149,147	1,201,242
Net Income	528,567	(152,096)	(52,761)	23,206	150,704	219,540

Golf Services - Special Operating Agency
Statement of Projected Changes in Financial Position
For the Years Ended December 31

	2002	2003	2004	2005	2006
	$	$	$	$	$
Net inflow (outflow) of cash related to the following activities:					
OPERATING					
Net earnings (loss) for the year	(152,096)	(52,761)	23,206	150,704	219,540
Depreciation, not affecting cash	218,312	249,438	265,988	278,787	302,038
	66,216	196,677	289,194	429,491	521,578
Changes in non-cash operating working capital items					
Returnable Containers	(50)	-	-	-	-
Inventory	(45,000)	-	-	-	-
Accounts payable and accrued liabilites	-	-	-	-	-
Retirement allowance and vacation liab	333,926	(33,391)	(33,393)	(33,393)	(33,392)
Deferred revenue	-	-	-	-	-
	355,092	163,286	255,801	396,098	488,186
FINANCING					
Increase in Long-term debt - Acquired Assets	3,975,690	-	-	-	-
Incr in Long-term debt - Required for Capital Plan	695,000	-	(52,729)	(55,891)	(59,246)
Contributed Surplus	20,090,388	-	-	-	-
	24,761,078	-	(52,729)	(55,891)	(59,246)
INVESTING					
Purchase of Land	(20,376,565)	-	-	-	-
Purchase of Buildings	(3,389,690)	(25,000)	(40,000)	-	(350,000)
Purchase of Golf Course Improvements	(645,000)	(200,000)	(190,000)	(210,000)	-
Purchase of Furniture and Other Equipment	(716,000)	(20,000)	(20,000)	(20,000)	(200,000)
Proceeds from disposal of equipment	-	-	-	-	-
	(25,127,255)	(245,000)	(250,000)	(230,000)	(550,000)
NET CASH INFLOW (OUTFLOW)	(11,085)	(81,714)	(46,928)	110,207	(121,060)
CASH POSITION, BEGINNING OF YEAR	-	(11,085)	(92,799)	(139,727)	(29,520)
CASH POSITION, END OF YEAR	(11,085)	(92,799)	(139,727)	(29,520)	(150,580)
COMPONENTS OF CASH ASSETS					
Petty Cash	2,700	2,700	2,700	2,700	2,700
Due to City of Winnipeg	(13,784)	(95,499)	(142,427)	(32,219)	(153,280)
CASH POSITION, END OF YEAR	(11,084)	(92,799)	(139,727)	(29,519)	(150,580)

Golf Services - Special Operating Agency
Projected Statement of Equity
December 31

	2002 $	2003 $	2004 $	2005 $	2006 $
Contributed Surplus	20,090,388	19,938,292	19,885,531	19,908,737	20,059,441
Net Income (Loss) for year	(152,096)	(52,761)	23,206	150,704	219,540
	19,938,292	19,885,531	19,908,737	20,059,441	20,278,981

For 2002 Contributed Surplus made up of:	
Cash on Hand	2,700
Returnable Containers	50
Inventory	45,000
Land Value as of Jan 1/2002	20,376,565
	20,424,315
Less: Retirement Allowance & Vacation Liability	(333,927)
	20,090,388

Golf Services - Special Operating Agency
Notes to the Financial Projection

1. DESCRIPTION OF BUSINESS

On March 20, 1997, Council adopted a document entitled "Reshaping Our City Government". The document identified the development of Special Operating Agencies (SOAs) as one of five strategic initiatives needed to create a more affordable and fundamentally better Civic Government.

On September 24, 1997, Council adopted the strategic direction with regard to SOAs identified in the report entitled "Special Operating Agencies Initiative". Pursuant to the foregoing, the Community Services Department prepared a feasibility study which recommended the establishment of a Special Operating Agency with the mandate to manage and be accountable for maximizing the return on City-owned golf course assets.

On February 23, 2000, Council directed that a Business Plan and Operating Charter for a Golf Services SOA be prepared and further that the municipal golf course operation be realigned under the purview of the Planning, Property and Development Department. The Golf Services SOA will take effect upon adoption of the business plan and operating charter and be established retroactively for budget purposes to January 1, 2002

The SOA will manage the golf courses operated by the City and administer the agreements for those courses under lease or contract to other parties. The intent of the Agency is to maximize the annual return to the City on golf operations and ensure the long-term sustainability of the City's golf course assets.

2. ACCOUNTING POLICIES

The projected financial statements are prepared on the basis of generally accepted accounting principles. The projections include the following significant accounting policies:

Inventory

Merchandise inventory is stated at the lower of cost and net realizable value.

Land

Land is recorded at values as determined by the City of Winnipeg Property Assessment Department as of January 1, 2002.

Buildings

Buildings are recorded at January 1, 2002 assessed values and projected additions are valued at estimated construction or acquisition cost. Buildings are depreciated on a straight-line basis at 4% annually.

Golf Course Improvements

All past golf course improvements are assumed to be fully depreciated. Projected additional improvements are recorded at estimated total cost of construction. Improvements are depreciated on a straight line basis at the rate of 5%.

Furniture and other Equipment

All furniture and equipment owned by the predecessor City golf course operation has been inventoried and is valued at estimated net realizable value at January 1, 2002. These assets are being depreciated on a straight line basis at the rate of 10%.

3. HYPOTHESES

The financial projections have been based on the following hypotheses:

(a) Assets and Liabilities

That the City will transfer the assets named in note 2 to the Golf Services Special Operating Agency. These include all assets being used at City-operated golf courses, courses being operated under management contract and properties being leased to third parties. Depreciable assets will be financed by long-term debt. All land assets will be acquired from the City in exchange for an equity position. The Special Operating Agency will assume all known liabilities of the City-operated facilities

(b) Long-Term Debt

The City will provide a long-term loan to the Special Operating Agency during 2002, in the amount of $695,000 using the Golf Course Reserve as the source of funding. Interest is scheduled at the rate of 6% and principle repayment will be scheduled over ten years commencing in 2004. This loan is required to finance golf course improvements. A long-term loan will be provided by the City to finance the depreciable assets. This loan, in the amount of $3,975,690 will generate interest at the rate of 6%, and will be repayable commencing in 2007.

(c) Short-Term Debt

The City will extend an operating line of credit through the General Revenue Due To/Due From account at prevailing rates of interest, and will pay interest to the Agency at prevailing rates at such times in which the City owes money on current account to the Agency. The limit of this line of credit will be $400,000.00.

4. ASSUMPTIONS - REVENUE

(a) Green Fees

Green fees will be increased by $1.00 in each of the years 2002, 2003, 2004, 2005 and 2006. The number of rounds is based on the 5 year average (1997 – 2001) and is projected to increase by 5.2% over the term of the business plan.

(b) Equipment Rentals

The auto cart fleet will be increased in 2002 from the present 38 units to 48 units. In addition, the current fleet that had been leased up to the end of the 2001 season has been purchased allowing for greater flexibility of use in the shoulder seasons. The number of auto cart rentals over the period is projected to increase from 7460 in 2002 to 8410 in 2006. The fee per use will increase from $23.00 to $25.00 over the period. Other rental equipment includes individual clubs, club sets and pull carts. Modest revenue increases are projected on these items. Allowance has been made for the leveling of pull cart revenue as the projected popularity of auto carts increases. Club set revenues will increase moderately as the courses are more actively marketed to beginner golfers.

(c) Merchandise Gross Profits

Golf Services will be aggressive in merchandise sales. Pro shops at the 18 hole facilities have been expanded and clothing lines have been introduced. Gross profits are projected to increase by 50% over the term of the business plan and the average profit margin will increase from 28.57% in 2002 to 33.33% in 2006. The focus will be on the beginner and recreational golfer market but high end sales will also be accommodated through selective purchasing and special orders.

(d) Concessions

Concession revenues will show modest growth (2% per year) until the end of the current contract with the concession operator in 2004. A 10% increase is projected in 2005 when a new contract is awarded or a new method of concession operation is implemented. Alcoholic beverages account for 58% of net revenue while food and non-alcoholic beverage sales account for 42%. It is expected that this split will remain constant over the term of the business plan.

(e) Miniature Golf

A miniature golf course will be developed at Crescent Drive Golf Course in 2002 for play starting in 2003. This site offers the advantage of not requiring additional staffing as it will be located in close proximity to the existing clubhouse and starter building. The current staff compliment can service the mini golf. Revenues are being conservatively estimated with the number of rounds remaining constant through the first 3 years and modest growth shown in year 4.

(f) Other

Other revenues include the City's share of sport activity sales at Harbour View complex and miscellaneous income from promotions and special events. Revenues in this category show modest growth over the term of the plan.

(g) Leasing Operations

Revenues from leased and privately contracted courses (net of property taxes and leasing support costs) is returned to the golf operation.

5. ASSUMPTIONS - EXPENSES

(a) Salaries and Employee Benefits

The SOA will operate with the following staff compliment over the 5 year period assuming that the mix of leased / contracted courses versus City operated courses does not change:

1 Chief Operating Officer (full time) WAPSO Exempt
1 Operations Assistant (full time) CUPE
1 Foreman II/III (full time) CUPE
51 Seasonal CUPE Utility, Maintenance and Clerk positions (may vary due to operational requirements)

Salaries are based on existing grades with provision for increments. The position of Operations Assistant is presently under review. No salary adjustment has been taken into account. Projections include a 2% inflation factor. Employee benefits are estimated at 17%.

(b) Professional & Consultative Services

The SOA is responsible for the Manager's retainer fee for Harbour View Golf Course and Recreation Complex. Allowance has been made for the acquisition of Marketing expertise.

(c) Special Services - Non-Professional

Provision for cash pick up and security services as well as miscellaneous service requirements.

(d) Allocated Departmental Costs

The SOA receives building maintenance services from the Public Works Department. Approximately $50,000 is budgeted for routine and preventative maintenance and approximately $105,000 is budgeted for equipment repairs and replacements. As well this account funds special projects that are required to maintain current code, health and occupancy regulations and standards.

The Agency will assess the cost of Public Works providing building maintenance service against that of alternative methods of service delivery and will make adjustments based on cost effectiveness and service quality over the five year period.

(e) Auto Allowance

Three employees are on auto allowance in accordance with City policy.

(f) Utilities

Heat, power and water charges are paid by Golf Services for all clubhouse and maintenance buildings.

(g) Telephone

Telephone, cellular phone and alarm system charges are expected to remain constant. An inflationary increase has been projected.

(h) Advertising

Costs in 2002 will increase by $16,500 over 2001 expenditures. They will increase by an additional $46,000 and remain at that level for the balance of the term of the plan. These increases are required to adequately fund promotion related to merchandise sales, special events, retention of current customers and attraction of new demographic groups.

(i) Rentals

Rental of mobile concession carts, portable toilets and various maintenance equipment is required in situations where it is not practical or cost effective to purchase the equipment.

(j) Equipment Rental - Internal

Equipment and Material Services provides major turf maintenance equipment and vehicles to golf courses. Through contributions to a replacement reserve, this equipment is replaced as required. Beginning in 2002 Golf Services will employ a seasonal mechanic to maintain the fleet thus reducing the overall cost of equipment maintenance.

(k) Training

Employees will be trained in pesticide application, turf maintenance, supervisory skills and other programs that contribute to a more effective operation.

(l) Other Parts and Accessories

Parts for aging equipment and irrigation systems will require an increase of 75% in this account over current funding. It is expected to remain at the increased level over the term of the plan.

(m)Transfers to Reserves

The expense line, "Transfer to Golf Course Reserve" has been provided for comparative purposes only. All improvements and asset acquisitions over the projection period are projected to be financed by earnings retained from operations in addition to loans to be obtained from the City of Winnipeg using the Golf Course Reserve as the funding source.

6) ASSUMPTIONS - AMOUNTS ALLOCATED TO CITY

(a) Property tax Equivalents and Departmental Support Costs

Property tax equivalents have been estimated based on existing assessments and mill rates that would apply to Golf Course operations. Support Costs from the Planning, Property and Development Department consist of estimated variable costs of providing Financial, Human Resources/Payroll and Information Technology Services.

(b) Office Accommodation Costs

The costs of $14,800 are as allocated by the Civic Accommodations Utility and apply to the premises at 65 Garry Street.

(c) Provisions for Payroll and Business Taxes

These imputed costs have been estimated based on the prevailing rates of taxation.

(d) City's Return on Investment

The amounts projected include general government charges of 2% of total expenses, and have been set at a level that (with respect to total allocated costs) will provide a reasonable return on investment to the City.

7) ASSUMPTIONS - ASSETS AND LIABILITIES

(a) Petty Cash

Petty cash of $2,700 will be available for incidental expenditures.

(b) Accounts Receivable

The Agency's year end normally occurs 1.5 to two months after the completion of the golf season, it is expected that there will be no trade receivables outstanding as at December 31.

(c) Accounts Payable and Accrued Liabilities

Normal trade accounts payable and accruals are projected to be nil based on the year end timing referred to in b) above.

(d) Retirement Allowance and Vacation Liability

The initial liability of $333,927 is based on the estimated monetary value of unused sick time and accrued vacation time at December 31, 2001. It is assumed that further vacation time will be taken as earned. An expense estimate of sick time payouts has been projected for that portion of possible payouts that have not been accrued as at December 31, 2001.

(e) Due to City of Winnipeg/Long Term Debt

Please see comments related to these items under 3) Hypotheses.