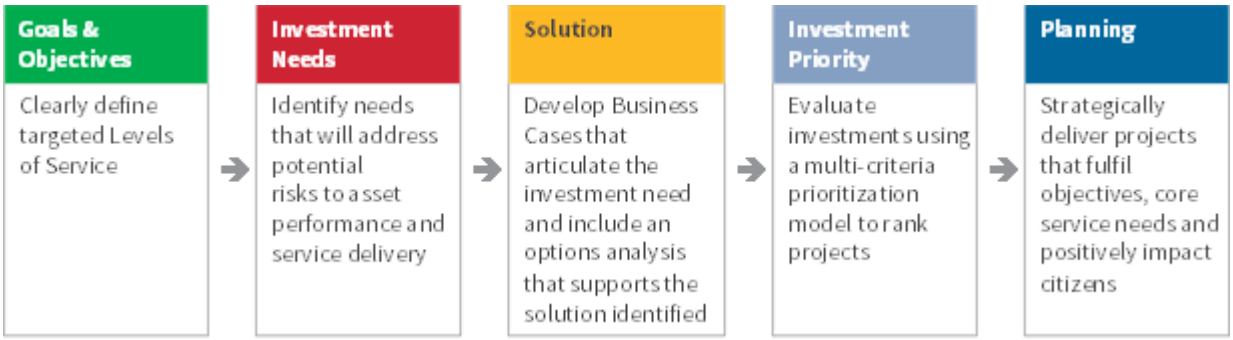
Investment Planning: Benefit Evaluation Procedure	
Description	Provides instructions on how to assess investment benefits in order to compare investment options and prioritize investments.

Overview

Objective

To provide guidance on how to assess the benefits of investments consistently across the City. This procedure is to be used to assess benefits at the solution options analysis and investment prioritization stages of the investment planning process.



Roles, Responsibility & Authority

Role	Responsibility	Authority
Manager of Department Asset Management Office (AMO)	To ensure that the procedure is followed and that benefits are assessed for all investments.	Final review of investment priority.
Business Case Author(s)/Benefit Evaluators	Follow procedure in order to assess investment benefits based on the information provided in the business case.	Assessment of investment benefits at the options analysis and investment prioritization stages of the investment planning cycle.
Infrastructure Planning Office - Corporate Asset Management Office (CAMO)	Provide training and support for use of this procedure and associated tools. Complete updates and make changes to the templates and procedures as required.	Audit use of the benefit evaluation for consistency and to ensure sufficient supporting evidence for benefit scores.
City Executive Management Team	Ensure alignment with strategic priorities.	Approve the assessment criteria and weightings.

Background

The Benefit Evaluation Criteria was established to evaluate the benefits of an investment presented in a Business Case. The resulting benefit score is used in a Cost Benefit Points Ratio in order to assess investment options and to prioritize investments. The Benefit Evaluation process provides an objective means to score investments consistent with the priorities set by the City's Executive Management Team.

The following equation describes how benefit scores are calculated:

$$\{(\text{LOS Benefits} + \text{Strategic Alignment}) \times \text{Service Usage} \times \text{Service Impact}\} \times \text{Service Importance} = \text{Total Benefit Points}$$

Level of Service and Strategic Alignment

The benefits assessment is based on the weighted benefit criteria outlined in the table below. Level of Service objectives combined with Strategic Alignment establishes the baseline evaluation criteria used to determine the overall benefit of making a capital investment.

It should be noted that the Levels of Service Criteria comprise the majority of weighting, as a greater emphasis has been placed on ensuring that city infrastructure can deliver vital services to residents. Strategic Alignment Criteria ensures linkage to *OurWinnipeg* and Council priorities.

Levels of Service (LOS)		
Criteria	**Description**	**Weightings**
New Regulation	Satisfies a NEW or MODIFIED regulatory/legal requirement	31%
Maintain Level of Service	Maintains the level of service and addresses any underperforming assets	31%
Enhance Level of Service	Delivers levels of service over and above target levels	7%
Strategic Alignment		
Criteria	**Description**	**Weightings**
Environmental Sustainability	Reduces negative environmental impact or enhances sustainability and resiliency	7%
Enables Growth	Is a PREREQUISITE or ENABLER for growth to occur in areas of the city where development does not currently exist or is targeted for densification	7%
Economic Impact	Enables job creation, business development and industry productivity	7%
Operational Efficiency / Revenue Generation	Replaces or improves EXISTING infrastructure or processes to increase revenue and/or realize savings with on-going operational activities	7%
Culture/Heritage	Preserves and/or protects historic sites; maintains/creates performance venues; includes artistic features	3%
	TOTAL:	100%

Service Usage

Service usage is based on departmental calculations on actual usage (person-hours/year) of the service provided. The more a service is used, the greater the influence service usage has on how an investment is prioritized.

Service Impact

The more an infrastructure investment has a direct impact to the Level of Service and residents, the greater the priority is placed on the investment.

Direct – The investment is required in order to ensure consistent Level of Service to customers.

Indirect – The investment supports the service, but does not directly impact delivery of the service. Marginal impact to customers.

Supplemental – The investment is supplemental to the service. While it may provide benefit to the City or customers, it is not required for delivery of services and day to day operations.

Service Importance

Service importance is meant to distinguish between important services and those core services most critical to ensuring fundamental needs of residents are being met. Although all services are important, the degree of importance varies between vital and desired services.

Those services which can be characterized by a high degree of public necessity, health and safety, and are essential to the sustainability of life are considered vital. As fundamental service needs are met, there is desire for services that focus on building communities, fostering family relationships, providing access to leisure, and promoting entertainment and culture.

The emphasis here is on public services, however investments that support **internal City services** will also need to be assessed. For internal services such as such as Innovation & Technology, Communications, Legal Services, Human Resources, etc. there are three possible scenarios:

1. Supports delivery of a public service – select the public service that the investment supports. Ex. Transit, Water & Waste, etc.
2. Supports one specific internal service – select "Single Organizational Support Service" from the services list in the Asset Management Prioritization Tool service

column. This is equivalent to investments in the Active Transportation to Urban Forest service importance category and would be applicable to investments such as a software upgrade for Legal Services.

3. Support multiple/all internal services – select "Supports Multiple Organizational Support Services" from the services listed in the Asset Management Prioritization Tool service column. This is equivalent to the service importance for investments in the Bridges – Regional to Solid Waste service importance category and would be applicable to investments such as a PeopleSoft upgrade that would impact nearly all service areas across the organization.

The majority of investments will fall into scenario 1. If the investment does not support a public service, select the appropriate categories for scenario 2 or 3.

Procedure Detail

The benefit evaluation procedure uses the attached **Benefit Evaluation Sheet** in order to assess investment benefits. The Benefit Evaluation Sheet is a matrix that helps to define and measure an investment's contribution to each Benefit Criteria. It is used to evaluate benefits within two Investment Planning templates used at different stages of the Investment Planning process:

1. Net Present Value (NPV) and Benefit Template
2. Asset Management Prioritization Tool

It should be noted that the Economic Impact criteria has been removed from the benefit assessment in the NPV template. This criterion is only to be assessed for investment prioritization purposes later in the Investment Planning process.

The Rating Scale

The Benefit Evaluation Sheet uses a five-point rating scale to compare risk exposure across several events or rate the relative impact of one situation against another.

Rating				
Very Low (VL)	Low (L)	Moderate (M)	High (H)	Very High (VH)

The City of Winnipeg typically uses distribution scales to reflect Very Low, Low, Moderate, High and Very High. When a rating is selected from a template's drop-down list of ratings, it is used in the worksheets calculations to generate scores.

Each Consequence and Likelihood measure is defined using the above rating scale in the **Benefit Evaluation Sheet.**

The **Benefit Evaluation Sheet** is categorized into three parts:

1. Levels of Service
2. Strategic Alignment

3. Benefit Multipliers

For each investment, assess if a specific Benefit Criteria is applicable to the investment. Not all criteria are applicable to every project.

Note: Benefits must be evaluated based on the year the investment is needed and required to be in service.

To assess investment benefits:

1. Start by selecting the department and service under the investment details sections. The service importance will be used to automatically adjust the benefit score once all benefit criteria has been assessed.
2. Under the **multiplier section**:
    a. Assess the service impact of the project. Used the dropdown to select whether the project has a direct, indirect or supplemental impact to the service. This will be used to automatically adjust the benefit score once all benefit criteria has been assessed.
    b. Enter the user hours per year. This calculation is determined using a method of measure (ex. actual or estimated traffic counts, population, number of calls, etc.), the usage per day, and the number of users per measure (ex. 2 users per household, 1.5 user per vehicle, etc.). Use this information to calculate the total users per day. Multiply total users per day by the duration per user (in hours) to determine the user hours per year.
        i. For ITT projects refer to the ITT Service Usage Calculation templates on the Corporate Asset Management webpage. For all other projects refer to Service Usage Calculation examples posted on the Corporate Asset Management webpage.
        ii. A good starting point for service usage calculations is to determine calculations for projects that impact the entire population or network of assets. Any projects that only impact a percentage of the population or network can be prorated based on that percentage.
    c. Service impact and user hours should be based on the service that the investment supports. For example, an IT project for the water treatment plant would use Water as the service and user hours would be based on usage of the facility.
3. Move to the Level of Service – Benefit Analysis section. Refer to the Benefit Evaluation Sheet to evaluate Compliance with New Legislation, Maintain Level of Service and Enhance Level of Service. Evaluate the proposed investment relative to any of the 3 criteria that apply. If a criterion is not applicable, leave the field blank.
    a. Compliance with New Legislation (if applicable) should be assessed from VL to VH based on the definitions provided for each rating.
    b. Maintain Level of Service Criteria is evaluated based on anticipated risk reduction once the proposed investment is put into service. This criterion considers the change in consequence and likelihood of failure before and after the investment is made.
        i. Select the most applicable consequence of failure category based on the definitions outline in the **Benefit Evaluation Sheet**: quality, reliability or condition.
        ii. In the From column, score the consequence and likelihood of failure BEFORE the investment is made.
        iii. In the To column, score the consequence and likelihood of failure AFTER the investment is made.
    c. Assess enhance Level of Service (if applicable) by determining the most applicable consequence of failure category (quality, reliability, condition) and rating (VL, L, M, H, VH) based on the definitions in the **Benefit Evaluation Sheet**.
4. Move to the Strategic Alignment – Benefit Analysis section.

   a. Based on the criteria definitions in the **Benefit Evaluation Sheet**, assess environmental sustainability and operational efficiency/revenue generation. If applicable, score from VL to VH.
   b. For Culture/Heritage, select Yes/No from the dropdown menu indicating whether the investment supports Culture and Heritage.
   c. Enables Growth and Economic Impact to be assessed by Infrastructure Planning Office.
5. Once the assessment is complete for each proposed investment, the benefits score summary and rank sections will automatically calculate. Overall benefit rank will be based on the cost benefit score for each investment. The lower the cost benefit points ratio, the greater the value to the City and the higher a potential investment will be prioritized.

Investment Planning: Benefit Evaluation Procedure

Benefit Evaluation Sheet

Measure		Rating					Notes & Examples
		VL	L	M	H	VH	
PART 1: LEVELS OF SERVICE (LOS) Evaluate the proposed investment relative to any of the weighted criteria that apply. "Maintain LOS" criteria are evaluated based on anticipated risk reduction once the proposed investment is put into service. The other criteria for "New Regulation" and "Enhance LOS" are strictly evaluated on the anticipated benefits of making the proposed investment.							
Benefit Criteria	**New Regulation:** An investment is needed to satisfy a NEW or MODIFIED legal/regulatory requirement. This include any federal or provincial regulations or acts, City bylaws, or codes. For example, the provincial government enforces requirements for nutrient removal as part of the sewage treatment plant operating licences (*Environment Act Clauses 26 - 28)* .						
Compliance with New Legislation		Addresses new regulations which currently present either unclear requirements, are open to interpretation, or have wide tolerances within which there is a very low risk of non-compliance.	Addresses requirements which currently have significant grey areas or have tolerances within which there is general compliance but there is a low risk of non-compliance.	Addresses a fairly clear set of requirements where there is a known and moderate risk of non-compliance.	Addresses a focused set of requirements where there is a known and significant shortfall or moderate to high risk of non-compliance and/or a potential for fines.	Addresses clear and certain requirements where there is a known and major shortfall or a very high risk of non-compliance that could result in fines, legal action or a forced stop to service delivery.	Must clearly state in the business case the specific requirement within a regulation, act, bylaw or code that the project will address.
Benefit Criteria	**Maintain Level of Service:** Maintains the level of service and addresses any underperforming assets. This includes bringing levels of service up to established targets. For example, build new or replace existing Fire Station in order to maintain response time. For this section, select the **most applicable category** for consequence of failure (quality, reliability or condition) and then assess the **likelihood** of the failure.						
Consequence of Failure	Quality	Very minor **deviation** from expected standards, policy or LOS targets with no record of historical problems. Nice to have, NOT critical.	Minor **deviation** from expected standards, policies or LOS targets with no record of historical problems. Should address, but low priority/long term resolution.	Moderate **deviation** from expected standards, policies or LOS targets and may have had a sporadic history of problems. Should address, but moderate priority/medium term resolution.	Significant **deviation** from current expected standards, policies or LOS targets and may have had an intermittent history of problems. Must do – high priority/short term resolution.	Major **deviation** from current expected standards, policies or LOS targets with a history of frequent and significant problems. Must do – top priority/immediate resolution.	**Quality:** The degree to which the infrastructure or asset meets the requirements of the customer. Considers whether the investment is fit for purpose, whether it conforms to requirements, and how it complies with standards, processes and specifications.
	Reliability	Very minor reliability problems. Issues generally not noticeable to customer.	Minor reliability problems. Occasional short-term issues affecting parts of the asset for a few hours at a time.	Moderate reliability problems. Frequent short-term issues affecting parts of the asset or occasional moderate issues affecting larger part of the asset or lasting more than a day.	Moderate and recurring or severe but occasional reliability problems. Extended outage (several days/ weeks) causing closure or severe use restriction. Generates significant user complaints.	Severe and recurring reliability problems. Extended outages causing closure of asset or severe use restrictions. Actively driving users away.	**Reliability:** The certainty with which the infrastructure or asset will meet performance standards and perform its required function for a given amount of time.
	Condition	Very good condition. The infrastructure in the system or network is generally in very good condition, typically new or recently rehabilitated. A few elements may show general signs of deterioration that require attention.	Good condition. The infrastructure in the system or network is in good condition; some elements show general signs of deterioration that require attention. A few elements may exhibit significant deficiencies.	Fair condition. The infrastructure in the system of network is in fair condition; it show general signs of deterioration and required attention. Some elements exhibit significant deficiencies.	Poor condition. The infrastructure in the system or network is in poor condition and mostly below standard, with many elements approaching the end of their service life. A large portion of the system exhibits significant deterioration.	Very poor condition. The infrastructure in the system or network is in unacceptable condition with widespread signs of advanced deterioration. Many components in the system exhibit signs of imminent failure, which is affecting service.	**Condition:** A 5 point rating scale that aligns with the Canadian Infrastructure Report Card (CIRC). This is the same rating scale used to assess asset condition within the City's Departmental Asset Management Plans and State of the Infrastructure Report.
Likelihood of Failure		Probability of occurrence ≤5% or likely to occur beyond 10 years.	Probability of occurrence >5% or ≤10% or likely to occur within 5 to 10 years.	Probability of occurrence >10% or ≤25% or likely to occur within 4 to 5 years	Probability of occurrence >25% or ≤50% or likely to occur within 2 to 3 years.	Probability of occurrence >50% or occurred/imminent occurrence.	
Benefit Criteria	**Enhance Level of Service:** Delivers levels of service over and above target levels. For example, introducing GPS technology on Transit Buses to enhance the delivery of real time scheduling information to citizens.						
Consequence of Failure	Quality	Very minor **improvement** beyond expected standards, policy or LOS targets.	Minor **improvement** beyond expected standards, policies or LOS targets.	Moderate **improvement** beyond expected standards, policies or LOS targets.	Significant **improvement** beyond current expected standards, policies or LOS targets.	Major **improvement** beyond current expected standards, policies or LOS targets.	**Quality:** The degree to which the infrastructure or asset meets the requirements of the customer. Considers whether the investment is fit for purpose, whether it conforms to requirements, and how it complies with standards, processes and specifications.
	Reliability	Minor reliability improvement, largely unnoticed by customers.	Minor reliability improvement solving short-term issues affecting parts of the asset for a few hours at a time.	Moderate reliability improvement solving frequent short-term issues affecting parts of the asset or occasional moderate issues affecting larger part of the asset or lasting more than a day.	Moderate improvement solving moderate and recurring or severe but occasional reliability problems causing extended outage (several days/weeks) with closure or severe use restriction.	Major improvement solving severe and recurring reliability problems as a result of extended outages with closure of asset or severe use restrictions that were actively driving users away.	**Reliability:** The certainty with which the infrastructure or asset will meet performance standards and perform its required function for a given amount of time.

Investment Planning: Benefit Evaluation Procedure

Benefit Evaluation Sheet

Measure	Rating					Notes & Examples
	VL	L	M	H	VH	
PART 2: STRATEGIC ALIGNMENT The assessment of benefits in Part 2 reflect the strategic priorities of Council and help improve quality of life or deliver positive outcomes to the City. Evaluate the anticipated benefits of the proposed investment for each of the strategic alignment criteria that apply.						
Benefit Criteria	**Environment:** This project will reduce the City's environmental impact or enhance sustainability and resiliency. For example: reduction in greenhouse gases (GHG), improved climate resiliency, diverting and reducing waste, increased use of public transportation, improved building energy efficiency, renewable energy, etc. Refer to list of "*Current City of Winnipeg Sustainability Strategies and Relevant Plans* ".					
Environmental Sustainability	Very minor positive environmental impact. The project contributes to target(s) or objective(s) within any action plan related to sustainability (ex. departmental actions plans).	Minor positive environmental impact. The project contributes to one action or objective within a City sustainability strategy or plan; contributes to a sustainability performance indicator within a specific sector (transportation, waste, land use, buildings); or goes beyond the targets of existing plans or policies (ex. **Green Building Policies**).	Moderate positive environmental impact. Contributes to two or more actions or objectives within a City sustainability strategy or plan; and/or contributes to multiple performance indicators within a specific sector (transportation, waste, land use, buildings).	Significant positive environmental impact. Significant contribution towards actions, objectives or performance indicators within the **Climate Change Action Plan** or **Climate Resiliency Plan**. Demonstrates measurable impacts (ex. percentage reduction in greenhouse gas emissions, energy consumption, enhanced climate preparedness etc).	Major positive environmental impact. Results in substantial measurable impact towards actions, objectives or performance indicators within the **Climate Change Action Plan** or **Climate Resiliency Plan** that provides incremental environmental benefits and have a high impact on either community greenhouse gases OR long term value to Winnipeg (ex. Winnipeg Climate Change Action Plan, Key Direction 3.5: Reduce Traffic Congestion).	The specific environmental targets and deliverables that the project will achieve should be documented within the business case and quantified where possible. There is potential for coordination with other benefit criteria. For example: operational savings for energy efficiency as well as points for environmental stewardship as a result of reduced energy usage and/or reduced greenhouse gas emissions. Refer to **Appendix A** of the Benefits Evaluation Procedure for a listing of **Current City of Winnipeg Sustainabilty Strategies and Relevant Plans**. Spreadsheets are available to calculate emissions reductions for buildings, waste and transportation. (refer to **Greenhouse Gas Calculation Tools**) Contact the Office of Sustainability for questions or verification of GHG calculations (compared to most recent data year) and energy reduction calculations.
Benefit Criteria	**Enables Growth:** Projects must be a PREREQUISITE or ENABLER for growth to occur in areas of the city where development does not currently exist or is targeted for densification. Typical projects would include sewer, water or roads infrastructure needed for City expansion or densification. Please contact Urban Planning within the Planning, Property & Development department to help evaluate the potential growth related opportunities of making the proposed investment					
Preferred Growth Scenario	The Urban Planning division intends to embed growth scenarios within the Complete Communities Direction Strategy, including a Preferred Growth Scenario, that will prescribe the sequencing of future development and necessary enabling infrastructure. Growth scenarios will be based on assessments of potential growth areas across different Urban Structure categories, including: - Corridors - Major Redevelopment Sites and - Greenfield Areas The evaluations completed by Urban Planning will consider several attributes that help rank which transformative areas have the potential for maximizing the City's return on investment as well as the timing of potential investments in relation to the achievement of the Preferred Growth Scenario.					**Examples include:** Extending Kenaston Boulevard to support the development of Waverly West, or extending sewer and water to allow for industrial and commercial growth or upgrading the capacity of existing sewer and water to support in-fill development.
Benefit Criteria	**Economy:** Affect job creation, business development and industry productivity. Determining the full impact an investment may have on the economy requires a detailed analysis and sophisticated economic review. Please contact the City Economist within the Infrastructure Planning Office to help evaluate the economic merits of making the proposed investment.					
Economic Impact	Assessments completed by City Economist will consider the following: 1. Transportation Impact 2. Land Value Impact 3. Building Construction 4. Employment, Income and Output Impacts 5. Tax Revenue Impact					**Examples include**: improved transportation access to new inland port or the completion of a regional ring road to support efficient travel.
Benefit Criteria	**Operational Efficiency:** Replaces or improves EXISTING infrastructure or processes to increase revenue and/or realize savings with on-going operational activities. Examples include, replacing old pumps with new to reduce the frequency of unexpected maintenance events and/or to minimize electrical consumption/utility costs; or additional user-fees are collected annually as a result of increased visits to a renovated facility.					
Operational Efficiency/Revenue Generation	<$50k net savings and/or revenue generation per year	$50-$200k net savings and/or revenue generation per year	$200-$500k net savings and/or revenue generation per year	$500k-$1m net savings and/or revenue generation per year	>$1m net savings and/or revenue generation per year	Net savings or increase to revenue should be established with support from operational staff and validated using Net Present Value (NPV) and/or Basis of Estimate (BoE) calculations.
Benefit Criteria	**Culture & Heritage:** Preserves and/or protects historic sites; maintains/creates performance venues and/or includes artistic features. Examples include, the renovation of a performance stage within a park/community space or graphics on sound barriers and/or bridge structures.					
Culture & Heritage	Select "yes" if the project has a positive impact on the Culture & Heritage of the City.					
PART 3: BENEFIT MULTIPLIERS Multipliers are attributes/factors that, through their application, improve or advance a department's service delivery by increasing the total overall benefits associated with any of the main Criteria (Drivers) that trigger the need for an infrastructure investment (Project).						
Service Usage	A means to quantify or measure the extent of impact a service has on Citizens. Requires departments to calculate actual usage of the service that their area delivers. The number of users and total hours spent using the service are required for this calculation.					Internal services such as assessment & taxation, city clerks, innovation, IT, legal services, municipal accommodations etc., are linked to the public service they support.
Service Importance	A means to distinguish between non-essential services and those core services most critical to ensuring fundamental needs of residents of the City of Winnipeg are being met.					

References & Resources

Title	Description	Document Location
Investment Planning Manual	Provides a methodology to develop a consistent, efficient and effective process to develop Investment Plans.	https://winnipeg.ca/infrastructure/asset-management-program/templates-manuals.stm#3
Business Case Template	Template used to detail the business case and rationale for making an investment.	https://winnipeg.ca/infrastructure/asset-management-program/templates-manuals.stm#4
Net Present Value Template	Template used to assess options that address a need or take advantage of an opportunity to enhance a level of service. Compares investment options for a particular project.	https://winnipeg.ca/infrastructure/asset-management-program/templates-manuals.stm#4
Asset Management Prioritization Tool	Tool used to assess the cost and benefits of projects; creates a priority list of projects to be used to create the department's capital budget submission.	https://winnipeg.ca/infrastructure/asset-management-program/templates-manuals.stm#4
GHG Calculation Templates	Calculation templates to be used to assess Green House gas reduction for solid waste, building and vehicles.	https://winnipeg.ca/infrastructure/asset-management-program/templates-manuals.stm#4
Service Usage Calculation Examples	Example of standard calculations used to determine service usage by departments.	https://winnipeg.ca/infrastructure/asset-management-program/templates-manuals.stm#4
ITT Service Usage Calculation Template	Template and methodology to determine service usage for ITT projects.	https://winnipeg.ca/infrastructure/asset-management-program/templates-manuals.stm#4

Appendix A: Current City of Winnipeg Sustainability Strategies and Relevant Plans

Strategy or Plan	Description	Reference
Departmental Action Plans	As they support environmental resiliency. Examples include: *OurWinnipeg*, Green Fleet Plan, Garbage & Recycling Action plan, Combined Sewer Overflow (CSO) Master Plan, Transportation Master Plan, etc.	OurWinnipeg: https://winnipeg.ca/interhom/CityHall/OurWinnipeg/ Combined Sewer Overflow Master Plan: https://www.winnipeg.ca/waterandwaste/publicengagement/cso-mp/default.stm Green Fleet Plan: https://www.winnipeg.ca/Sustainability/documents/SustainableTransportation/Green-Fleet-Plan.pdf Garbage and Recycling Master Plan: https://www.winnipeg.ca/waterandwaste/garbage/grmp.stm Transportation Master Plan: https://www.winnipeg.ca/publicworks/transportation/transportationmasterplan.stm Transit Master Plan: https://winnipegtransit.com/en/major-projects/transit-master-plan/ Pedestrian and Cycling Strategies: https://www.winnipeg.ca/publicworks/pedestriansCycling/strategiesActionPlan/pdf/strategy.pdf Parks and Recreation Strategies: https://winnipeg.ca/cms/projects/rec_parks/rec_parks.stm Urban Forestry Strategy (under development)
Winnipeg Climate Action Plan	Climate Change. Acting for People. The Plan provides a framework to proactively, meaningfully, and effectively mitigate climate change by reducing greenhouse gas emissions.	https://winnipeg.ca/sustainability/PublicEngagement/ClimateActionPlan/pdfs/WinnipegsClimateActionPlan.pdf 1. Specific Deliverables/Actions identified throughout plan (Pg. 57 – 68 of Climate Change Action Plan) 2. Emission Reduction Targets/Performance Indicators (Page 71-73, Tables 7.1 – 7.4)

Strategy or Plan	Description	Reference
Climate Resiliency Strategy (Under development)	Identified as a key action in the Winnipeg Climate Change Action Plan and currently under development. To include items such as COS reduction, urban heat island, flood planning, etc. Until the City plan is published, departments should identify their own adaptation projects and outline their impact on climate resiliency within the project business case.	
Corporate Waste Reduction Strategy	The Corporate Waste Reduction Strategy was approved by Council in 2015 and is part of an ongoing effort to pursue waste reduction and recycling in all types of City facilities. Goals include adopting waste diversion targets and a corporate zero waste philosophy to reduce waste going to landfill through policies that support the waste reduction hierarchy.	http://clkapps.winnipeg.ca/DMIS/ViewDoc.asp?DocId=14396&SectionId=&InitUrl=
Green Building Policies	Outlines requirements for construction of new buildings and major additions and provides direction on the energy and water benchmarking requirements for existing City-owned and leased buildings.	1. Green Building Policy: New City-owned Buildings and Major Additions https://winnipeg.ca/Sustainability/documents/GreenBuildings/Green-Building-Policy.pdf 2. Green Building Policy for Existing City-owned and leased Buildings https://winnipeg.ca/Sustainability/documents/GreenBuildings/Green-Building-Policy-for-Existing-City-owned-and-leased.pdf
Ecologically Significant Natural Lands and Strategy Policy	The City of Winnipeg will be a city which has protected important pockets of natural flora and fauna representative of the original natural ecosystems and lands susceptible to damage from flooding or erosion for the enrichment of the quality of life of the citizens of Winnipeg.	https://www.winnipeg.ca/publicworks/parksOpenSpace/NaturalistServices/PDF/ESNL.pdf