Minute No. 848
Report - Alternate Service Delivery Committee - September 18, 2006

Item No. 1 Special Operating Agencies 2005 Annual Reports
File GL-5.6.1

COUNCIL DECISION:

Council concurred in the recommendation of the Alternate Service Delivery Committee and adopted the following:

1. That the Special Operating Agencies 2005 Annual Reports and Audited Financial Statements be received as information.

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

Report - Alternate Service Delivery Committee - September 18, 2006

DECISION MAKING HISTORY:

Moved by Councillor Swandel,
That the recommendation of the Alternate Service Delivery be adopted by consent.

Carried

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On September 21, 2006, the Executive Policy Committee concurred in the recommendation of the Alternate Service Delivery Committee and submitted the matter to Council.

COMMITTEE RECOMMENDATION:

On September 18, 2006, the Alternate Service Delivery Committee concurred in the administrative recommendation and submitted the matter to the Executive Policy Committee and Council.

RE: SPECIAL OPERATING AGENCIES' 2005 ANNUAL REPORTS

FOR SUBMISSION TO: Alternate Service Delivery Committee

ORIGINAL REPORT SIGNED BY: Chief Information Officer

REPORT DATE: September 7, 2006

RECOMMENDATION(s):

It is recommended that:

1. The Special Operating Agencies' 2005 annual reports and audited financial statements in Attachment A be received as information.

Report Summary

Key Issues:

- The SOAs are to submit annual reports containing audited financial statements to Council as information.

Implications of the Recommendation(s):

General Implications

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

Policy Implications

(X) No
( ) Yes

Regulatory Implications

(X) None
( ) Eliminates or reduces regulatory impact
( ) Proposes regulatory impact

Environmental Implications

(X) No
( ) Yes

Human Resources Implications

(X) No
( ) Yes

Financial Implications

(X) Within approved current and/or capital budget
( ) Current and/or capital budget adjustment required

Comment(s): There are no financial implications associated with the recommendations of this report

REASON FOR THE REPORT:

In accordance with By-law 7100/97, the special operating agencies' annual reports are to be submitted to the City Clerk for inclusion on the next Council Agenda. They are to be received as information and circulated to all Members of Council.

HISTORY:

In accordance with their operating charters, the special operating agencies (SOA) have prepared annual reports, with audited financial statements, for Council as information.

DISCUSSION:

The attached report consolidates the annual reports for the following SOAs:

- Animal Services
- Glacial Sand and Gravel
- Winnipeg Golf Services
- Winnipeg Fleet Management Agency
- Winnipeg Parking Authority

Financial Impact Statement

Date: September 6, 2006

Project Name:
Special Operating Agencies' 2005 Annual Report

First Year of Program **2006**

	2006	2007	2008	2009	2010
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	$ -	$ -	$ -	$ -	$ -
Less: Incremental Revenue/Recovery	-	-	-	-	-
Net Cost/(Benefit)	$ -	$ -	$ -	$ -	$ -
Less: Existing Budget Amounts	-	-	-	-	-
Net Budget Adjustment Required	$ -	$ -	$ -	$ -	$ -

Additional Comments:

There are no financial implications associated with the recommendations of this report.

(Original signed by R. Abeysekera)
Manager of Finance & Administration
Corporate Services Dept.

IN PREPARING THIS REPORT THERE WAS:

Internal Consultation With and Concurrence By:

The Special Operating Agencies

External Consultation With:

N/A

THIS REPORT SUBMITTED BY:

Department	Office of the Chief Information Officer
Division	
Prepared by:	Iain Day, ASD Development Officer
File No.	

ATTACHMENT A:

SPECIAL OPERATING AGENCIES
2005 ANNUAL REPORTS

- ❑ Animal Services
- ❑ Glacial Sand and Gravel
- ❑ Winnipeg Golf Services
- ❑ Winnipeg Fleet Management Agency
- ❑ Winnipeg Parking Authority



Animal Services
Special Operating Agency (SOA)

2005 Annual Report

ANIMAL SERVICES SOA

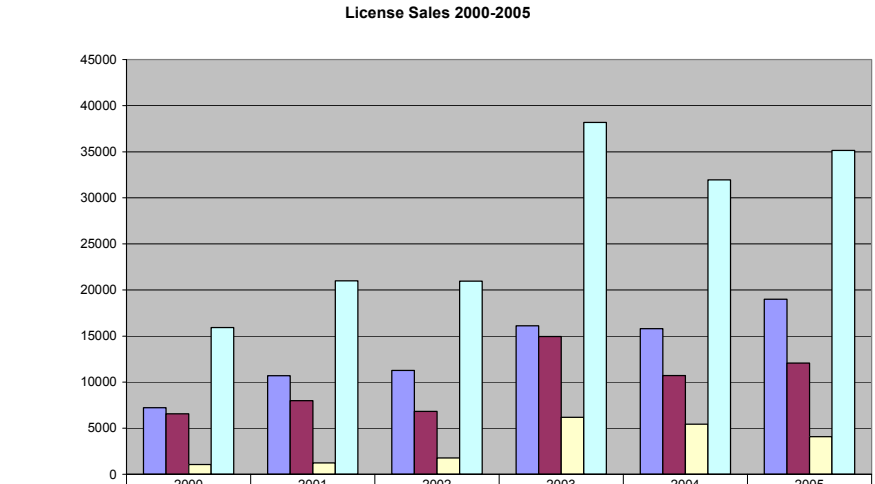
2005 OPERATIONAL OVERVIEW

Our **Mandate** is to promote, protect, and safeguard the health of the community by establishing and maintaining an urban environment which permits the City's human and animal populations to co-exist free of conditions which adversely affect the health, safety, and enjoyment of the community. We are responsible for the enforcement of animal care and control by-laws to minimize risk in the communities that we serve.

License Sales

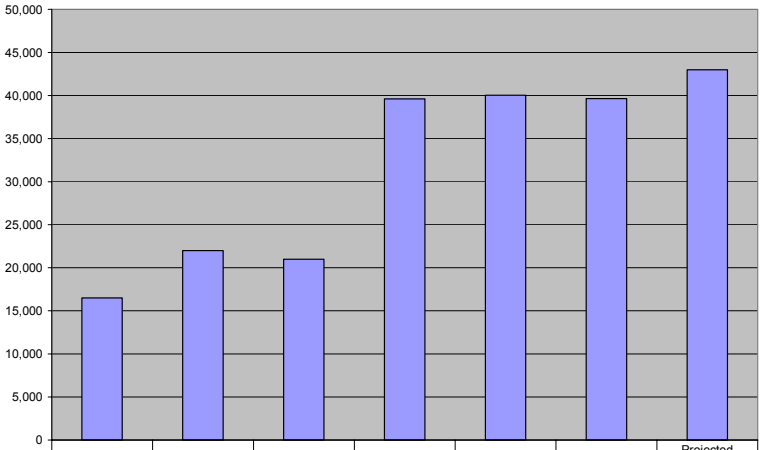
In 2005, Animal Services showed some growth in actual license sales/renewals and remain stable in active licenses. The actual license sales and renewals increased by 3,208 over 2004 sales. Active licenses decreased by 393 licenses for the same period. Active licenses include all new sales, renewals and those dog licenses which did not expire in 2005. Dog licenses, which expire in 2006, result in a portion of the license fee revenue being deferred to 2006 from 2005. $398,188 was deferred to 2006, $42,524 to 2007 and $31.74 to 2008. $333,484 was deferred to 2005 from 2004 license sales and $34,207 from 2003 (see Tables 1 - 4).

Table 1:



	2000	2001	2002	2003	2004	2005
Animal Services	7238	10699	11268	16107	15797	19008
Veterinary Clinics	6561	7994	6844	14962	10710	12065
Others	1059	1242	1778	6191	5434	4076
TOTAL SALES	15927	20995	20965	38174	31941	35149

Table 2:



	2000	2001	2002	2003	2004	2005	Projected 2006
Active Licenses	16,500	22,000	21,007	39,604	40,023	39,630	43,000

Table 3:

Projection of Revenues

	Actual Sales Number Sold	Average Price	Current Yr Sales	under Accrued 2005 Sales	Total	Recognition of Previous Yr Deferred	Current Year Deferred	License Sales
2005	35149	$ 27.39	$ 962,769	$ 18,948	$ 981,717	$ 367,671	$ (440,743)	$ 908,645
Whole $45								
Sterilized $22.50								
2006	44000	$ 27.00	$ 1,188,000	$ -	$ 1,188,000	$ 406,376	$ (534,600)	$ 1,059,776
Whole $45								
Sterilized $22.50								
2007	47000	$ 27.00	$ 1,269,000	$ -	$ 1,269,000	$ 534,600	$ (571,050)	$ 1,232,550
Whole $45								
Sterilized $22.50								
2008	50000	$ 27.00	$ 1,350,000	$ -	$ 1,350,000	$ 571,050	$ (607,500)	$ 1,313,550
Whole $45								
Sterilized $22.50								

Table 4:

License Sales Analysis (December 2005)

Actual Revenues - Computer Generated Reports
Per ACS data base as of Feb 2, 2006

	Dec/05	2005 YTD	Dec/04	2004 YTD
License Revenues	$ 66,001	$ 962,769	$ 38,267	$728,463
Number of Licenses Sold	2,190	35,149	1,683	31,941
Average Price per License	$ 30.14	$ 27.39	$22.74	$22.81
Number of No Charge Licenses	74	877	93	779

Recognized Revenue – Profit and Loss Statements
Accrual Basis

	Dec. 2005	2005 YTD	Dec. 2004	2004 YTD
License Revenues	$ 65,542	$893,645	$ 46,3330	$903,503

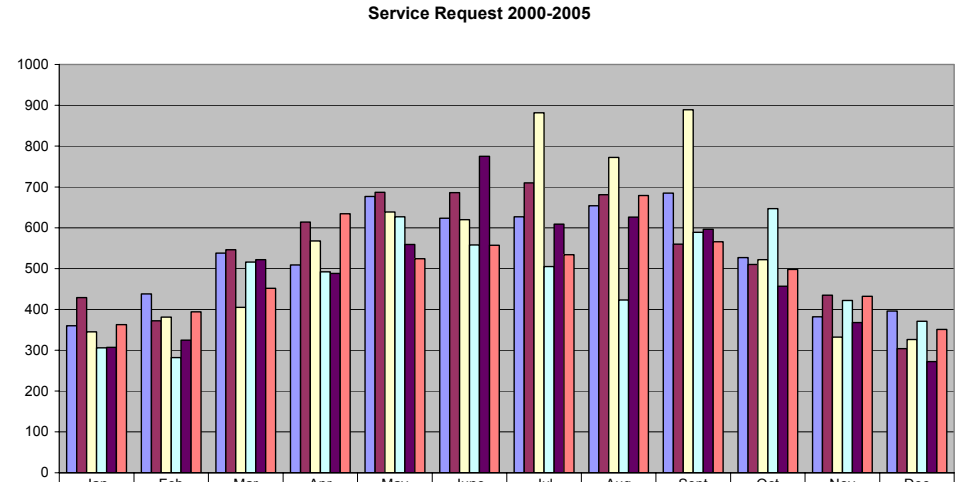
Total Active Licenses Dec. 31, 2005 **39,630**

Total Active Licenses Dec. 31, 2004 **40,023**

Service Requests

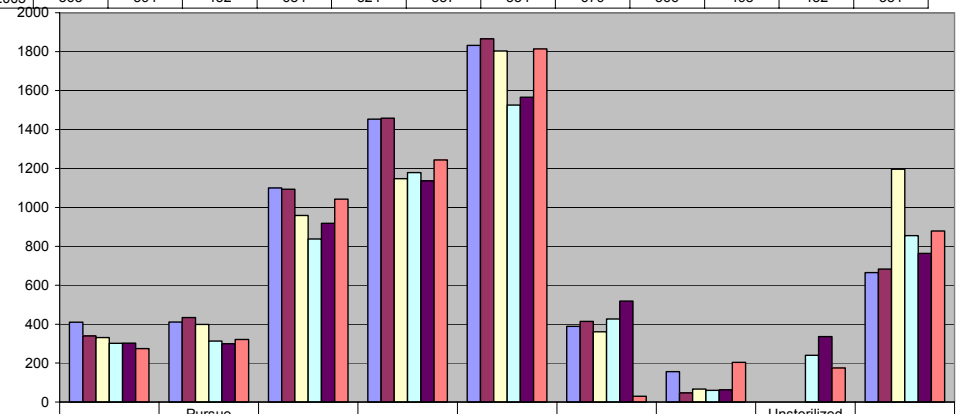
Animal Services received 5,904 calls for service in 2005 which required staff response. This was an increase of 80 calls over 2004. Of the 5904 requests for service the top three types of requests were for dogs running at large (RAL), dogs barking and stray dogs (see Tables 5 and 6).

Table 5:



	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec
2000	360	438	538	509	677	623	627	654	685	527	382	396
2001	429	372	546	614	687	686	710	681	560	510	435	304
2002	345	381	405	568	639	620	882	772	889	522	332	326
2003	306	282	516	492	627	558	505	423	589	647	422	371
2004	307	325	522	488	559	775	609	626	596	457	368	272
2005	363	394	452	634	524	557	534	679	566	498	432	351

Table 6:



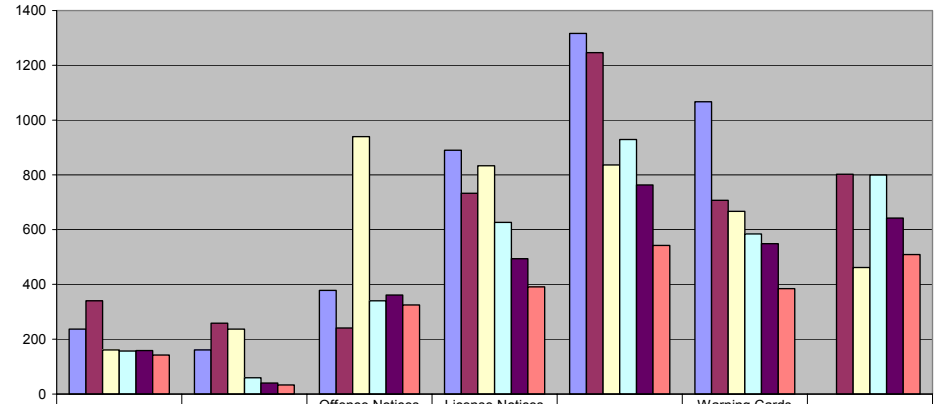
	Biters	Pursue Humans	Strays	Barking	Dogs RAL	Cats RAL	Animal Traps	Unsterilized Cats	Other
2000	410	411	1100	1453	1832	389	156	0	665
2001	340	434	1093	1458	1866	415	47	0	683
2002	332	399	958	1148	1803	361	67	0	1196
2003	302	313	837	1179	1525	427	60	240	855
2004	303	299	918	1136	1566	519	63	336	764
2005	274	321	1042	1244	1814	30	204	176	879

Actions Taken and Disposition

In 2005 of the 5904 services requests received, 2287 resulted in action being taken. The most common actions were verbal warnings and barking warning letters mailed out. 325 Common Offense Notices (CON) were left and 142 biting dogs were impounded. 1425 dogs were impounded and of this amount 344 were unclaimed and euthanized, 462 dogs which were originally picked up for running at large were returned to their owners, 163 unclaimed dogs were adopted to new owners, 95 biters were returned to their owners and 131 were placed at other rescue shelters. 135 dogs picked up running at large were returned to their owners free of charge because they were wearing a valid dog license when pick-up by Animal Services (see Tables 7 – 10 and Appendix A1: Pound Analysis).

Table 7:

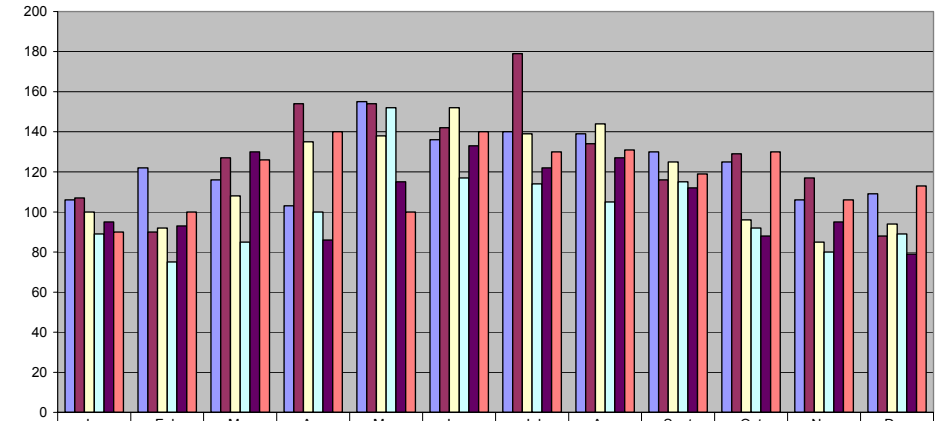
Action Taken 2000-2005



	Biters Handled	Assist Police	Offence Notices Served	License Notices Left	Verbal Warnings	Warning Cards Left	Barking Letters
2000	237	161	378	890	1316	1067	0
2001	340	259	241	733	1246	707	802
2002	161	237	939	833	836	667	462
2003	157	59	340	626	929	584	799
2004	159	40	361	494	763	549	642
2005	142	33	325	391	542	385	509

Table 8:

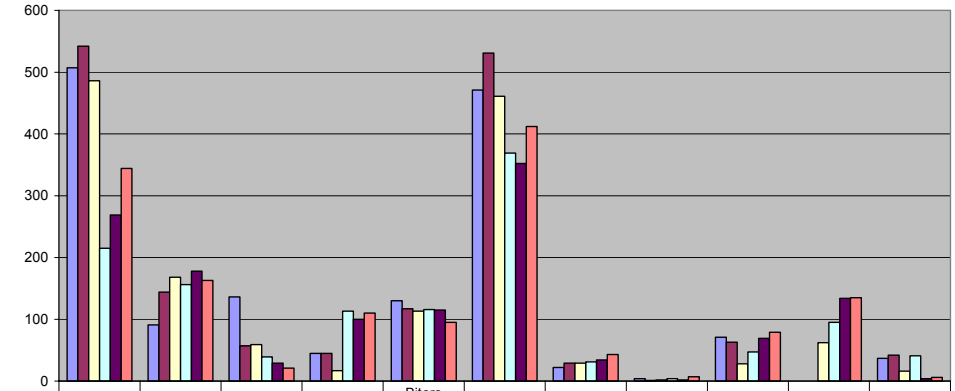
Impounded Dogs 2000-2005



	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec
2000	106	122	116	103	155	136	140	139	130	125	106	109
2001	107	90	127	154	154	142	179	134	116	129	117	88
2002	100	92	108	135	138	152	139	144	125	96	85	94
2003	89	75	85	100	152	117	114	105	115	92	80	89
2004	95	93	130	86	115	133	122	127	112	88	95	79
2005	90	100	126	140	100	140	130	131	119	130	106	113

Disposition of Impounded Animals 2000-2005

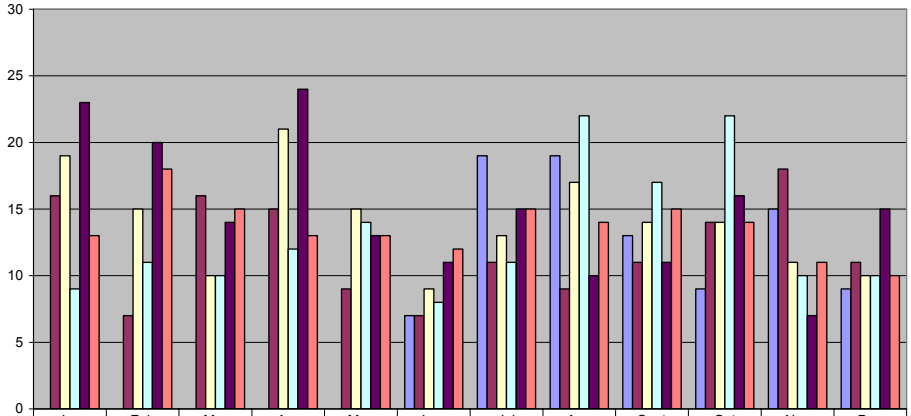
Table 9:



	Euthanized	Adopted	Humane Society	Breed Rescue	Biters Returned to Owner	RAL* 1st Offence	RAL* 2nd Offence	RAL* 3rd Offence	Returned No Charge	Free Ride	Other
2000	507	91	136	45	130	471	22	4	71		37
2001	542	144	57	45	117	531	29	1	63		42
2002	486	168	59	17	113	461	29	2	28	62	16
2003	215	156	39	113	116	369	31	4	47	95	41
2004	269	178	29	100	115	352	34	2	69	134	4
2005	344	163	21	110	95	412	43	7	79	135	6

Adoptions 2000-2005

Table 10:



	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec
2000	0	0	0	0	0	7	19	19	13	9	15	9
2001	16	7	16	15	9	7	11	9	11	14	18	11
2002	19	15	10	21	15	9	13	17	14	14	11	10
2003	9	11	10	12	14	8	11	22	17	22	10	10
2004	23	20	14	24	13	11	15	10	11	16	7	15
2005	13	18	15	13	13	12	15	14	15	14	11	10

Special Events and Marketing

The following highlights the operational and marketing initiatives undertaken by the Agency;

- implementing the Agency's web site including online photos of dogs available for adoption;
- revising the license invoices including development of individual client bar-coded account numbers to be used in conjunction with the addition of hand scanner technology;
- implementing the TelePay and Internet Banking payment options for dog license renewal;
- distributing province-wide to all students in grades K–S4 bite prevention bookmarks detailing helpful tips for preventing dog bites to children;
- participating in Teddy Bears' Picnic for a seventh year and the Lions Club Walk for Guide Dogs.
- holding the annual Pet Photos with Santa;
- running advertising campaigns with the Winnipeg Blue Bombers and the Winnipeg Goldeyes to promote dog adoptions and dog licensing; and
- advertising and promoting dog licensing and the dog adoption program in local media and civic facilities.

2005 FINANCIAL PERFORMANCE OVERVIEW

Financial Highlights

For 2005, Animal Service's financial performance included:

- Total revenues of $1,006,833 compared to $995,214 for 2004 which represents an increase of $11,619;
- Total expenses of $2,083,451 compared to $2,007,680 for 2004 which represents an increase of $75,771;
- A net loss of $157,082 compared to $41,679 for 2004; and
- A cumulative deficit of $760,919 compared to $603,837 for 2004.

Expenses showed an increase administrative service expenses due to bad debt expenses. The Agency's net loss was higher due to a loss in dog license revenue and court fine revenue which was not realized. The Agency minimized the overall net loss through expense reduction.

The auditor's report and audited financial statements for 2005 are attached in Appendix A.

Financial Statements

The City of Winnipeg Animal Services – Special Operating Agency

December 31, 2005

AUDITORS' REPORT

To the Mayor and Members of City Council
The City of Winnipeg

We have audited the statement of financial position of **The City of Winnipeg Animal Services – Special Operating Agency** as at December 31, 2005 and the statements of loss and deficit and cash flows for the year then ended. These financial statements are the responsibility of the Agency's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of **The City of Winnipeg Animal Services – Special Operating Agency** as at December 31, 2005 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Ernst & Young LLP

Winnipeg, Canada,
March 8, 2006

Chartered Accountants

THE CITY OF WINNIPEG
ANIMAL SERVICES - SPECIAL OPERATING AGENCY

STATEMENT OF FINANCIAL POSITION

As at December 31

	2005	2004
ASSETS		
Current		
Cash	**$ 6,893**	$ 4,891
Accounts receivable (Note 3)	**47,467**	41,527
Inventory	**13,852**	11,164
Prepaid expenses	**36,218**	26,000
	104,430	83,582
Equipment		
Computer	**76,126**	74,500
Furniture and other	**72,416**	71,015
	148,542	145,515
Less: accumulated depreciation	**(145,770)**	(145,515)
	2,772	-
	$ 107,202	$ 83,582
LIABILITIES		
Current		
Accounts payable and accrued liabilities	**$ 57,032**	$ 34,557
Vacation and overtime payable	**43,476**	48,423
Deferred revenue	**453,157**	375,960
Due to City of Winnipeg - General Revenue Fund (Note 4)	**197,456**	108,252
	751,121	567,192
Long-term		
Retirement allowance (Note 5a)	**117,000**	120,227
	868,121	687,419
Commitments (Note 6)		
CAPITAL DEFICIENCY		
Deficit	**(760,919)**	(603,837)
	$ 107,202	$ 83,582

See accompanying notes to the financial statements

THE CITY OF WINNIPEG
ANIMAL SERVICES - SPECIAL OPERATING AGENCY

STATEMENT OF LOSS AND DEFICIT

For the years ended December 31

	unaudited 2005 Budget	2005 Actual	2004 Actual
REVENUES	**$ 1,149,827**	**$ 1,006,833**	$ 995,214
EXPENSES			
Salaries and benefits	**1,280,903**	**1,260,244**	1,140,121
Services (Note 7)	**487,488**	**454,248**	498,227
Rent (Note 7)	**169,477**	**169,477**	168,326
Material, parts and supplies	**37,075**	**29,798**	39,056
Other			
Administrative expenses (Note 7)	**165,343**	**169,367**	146,791
Depreciation	**1,667**	**255**	15,015
Interest	**1,824**	**62**	144
	2,143,777	**2,083,451**	2,007,680
Loss from operations	**(993,950)**	**(1,076,618)**	(1,012,466)
Other			
Grant from the Province of Manitoba	**23,656**	**23,659**	20,787
Grant from The City of Winnipeg (Note 8)	**895,877**	**895,877**	950,000
NET LOSS FOR THE YEAR	**(74,417)**	**(157,082)**	(41,679)
DEFICIT, BEGINNING OF YEAR	**(603,837)**	**(603,837)**	(562,158)
DEFICIT, END OF THE YEAR	**$ (678,254)**	**$ (760,919)**	$ (603,837)

See accompanying notes to the financial statements

THE CITY OF WINNIPEG
ANIMAL SERVICES - SPECIAL OPERATING AGENCY

STATEMENT OF CASH FLOWS

For the years ended December 31

	2005	2004
NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES:		
OPERATING		
Net loss for the year	**$ (157,082)**	$ (41,679)
Non-cash items related to operations		
Depreciation	**255**	15,015
Decrease in retirement allowance	**(3,227)**	(9,773)
Working capital from operations	**(160,054)**	(36,437)
Net change in working capital other than cash assets	**75,879**	(96,336)
	(84,175)	(132,773)
FINANCING		
Decrease in Due to City of Winnipeg - Idea Bank Reserve	**-**	(100,000)
Increase in Due to City of Winnipeg - General Revenue Fund	**89,204**	222,529
	89,204	122,529
INVESTING		
Purchase of equipment	**(3,027)**	(1,015)
Increase (Decrease) in cash	**2,002**	(11,259)
CASH POSITION, BEGINNING OF YEAR	**4,891**	16,150
CASH POSITION, END OF YEAR	**$ 6,893**	$ 4,891

See accompanying notes to the financial statements

SUPPLEMENTARY INFORMATION

Interest paid	**$ 62**	$ 144

THE CITY OF WINNIPEG
ANIMAL SERVICES - SPECIAL OPERATING AGENCY

NOTES TO THE FINANCIAL STATEMENTS

As at December 31, 2005

1. Description of Business

Animal Services - Special Operating Agency commenced operations on January 1, 2000. Goals since the establishment of the agency have been to become financially self-sustaining to the greatest degree possible and to improve both the services provided to the public and the public's perception of Animal Services.

2. Accounting Policies

The financial statements have been prepared on the basis of Canadian generally accepted accounting principles. The financial statements are based on the following significant accounting policies:

Revenue Recognition

License revenues are recognized over the license validation period.

Inventory

Inventory is stated at the lower of cost and net realizable value.

Equipment

Equipment is recorded at cost and is depreciated on a straight-line basis over the estimated useful life of the asset using the following annual rates:

Computer equipment	25%
Furniture and other equipment	20%

Financial Instruments

Financial instruments include cash, accounts receivable, accounts payable and accrued liabilities, and due to City of Winnipeg - General Revenue Fund. Unless otherwise stated, it is management's opinion that the Agency is not exposed to significant interest, currency or credit risks arising from these financial instruments. Unless otherwise stated, the book value of the Agency's financial assets and liabilities approximates their fair value.

3. Accounts Receivable

	2005	2004
Trade accounts receivable	**$ 34,418**	$ 27,203
Allowance for doubtful accounts	**(9,938)**	(6,174)
	24,480	21,029
Provincial Grant	**22,987**	20,498
	$ 47,467	$ 41,527

4. Due to City of Winnipeg - General Revenue Fund

The City of Winnipeg operates a centralized treasury function with a single operating bank account in the General Revenue Fund. Consequently, Animal Services does not have a bank account. Bank transactions are credited or charged to the "Due to" account when they are processed through the bank. As well, the Agency has negotiated an operating line of credit up to $300,000 from The City of Winnipeg at a 2005 effective interest rate of prime plus 2.5% (2004 - 2.5%).

5. Employee Benefits

(a) Retirement allowance

Under the retirement allowance plan, qualifying employees become entitled to a cash payment upon retirement, death or termination of service under certain conditions (not resignation). The costs are actuarially determined using the projected benefit valuation method pro-rated on services and reflects management's best estimate of retirement ages of employees, salary escalation and length of service. In addition, adjustments arising from plan amendment, changes in assumptions, and experience gains and losses are amortized on a straight-line basis over 10.0 years, which represents the expected average remaining service life of the employee group. Amortization is calculated beginning in the year following the year of occurrence of the actuarial gains or losses.

The Agency measures its accrued retirement allowance obligation as at December 31 of each year. The most recent actuarial valuation report was at December 31, 2005.

Information about the Agency's retirement allowance benefit plan is as follows:

	2005	2004
Retirement allowance - accrued obligation:		
Balance, beginning of year	**$ 134,227**	$ 130,000
Current service cost	**4,000**	4,000
Interest cost	**7,000**	7,000
Benefit payments	**(17,227)**	(6,773)
Balance, end of year	**128,000**	134,227
Unamortized net actuarial loss	**(11,000)**	(14,000)
Retirement allowance - accrued liability	**$ 117,000**	$ 120,227

Retirement allowance expense consist of the following:

	2005	2004
Current service cost	**$ 4,000**	$ 4,000
Interest cost	**7,000**	7,000
Amortization of net actuarial loss	**1,000**	1,000
	$ 12,000	$ 12,000

5. Employee Benefits (continued)

(a) Retirement allowance

The significant actuarial assumptions adopted in measuring the retirement allowance obligation for the year ended December 31 are as follows:

	2005	2004
Valuation interest rate	**4.50%**	5.25%
General increases in pay	**3.00%**	3.00%

(b) Pensions

The Agency's employees are eligible for pension under the Winnipeg Civic Employees' Benefits Program. The City of Winnipeg allocates its pension costs to various departments. During the year, $64,363 (2004 - $60,089) of pension costs were allocated to Animal Services. An actuarial valuation for the Winnipeg Civic Employees' Benefits Program was made as of December 31, 2004 and has an actuarial surplus.

6. Commitments

Animal Services - Special Operating Agency and the Humane Society have entered into a contract that is in force from January 1, 2006 to December 31, 2008. Subject to the Winnipeg Humane Society complying with the terms of the agreement, the Agency agrees to pay the Society the sum of $200,000 per year. Said amounts are payable in quarterly installments of $50,000. In addition, the Agency agrees to pay $20.00 for every spay/neuter that the Winnipeg Humane Society performs up to an annual maximum of $50,000.

7. Related Parties

Included in Animal Services expenditures is transfer to City of Winnipeg Civic Accommodations Fund for rent of $169,477 (2004 - $168,326) and a transfer to City of Winnipeg General Revenue Fund for administrative services of $80,000 (2004 - $130,000). Also included are lease costs of $77,038 (2004 - $81,466) to The City of Winnipeg Fleet Management - Special Operating Agency and $69,582 (2004 - $nil) for general government charges that has been paid to the General Revenue Fund, which represents the estimated share of The City of Winnipeg's general expenses applicable to the Agency.

8. Grant from the City of Winnipeg

This year, the general grant from The City of Winnipeg decreased by 5.7% or $54,123 to $895,877. This follows a decrease in 2004 of 13.6%.

2001	$ 1,250,000
2002	1,250,000
2003	1,100,000
2004	950,000
2005	895,877

Appendix A1: Pound Analysis

Pound Analysis for the Month of December 2005

Revenues:

Fine/Kenneling Fees	Current Month	YTD
Biters Boarding Fees Paid	$ 629.00	$ 13,818.00
Strays - Impound Fees	$ 2,967.14	$ 40,300.85
Total Gross Impound Fees	$ 3,596.14	$ 54,118.85

Adoption Revenues

	Current Month	YTD
Sales	$ 1,299.00	$ 21,618.78
Costs	$ (570.23)	$ (9,985.02)
Net Sales	$ 728.77	$ 11,633.76

Average Days Stay

Average Days Impounded:

		Current Month		YTD	
All Dogs	Total Days Impounded	954	**8.75 days**	13620	**9.56 days**
	Total Dogs Dealt With	109		1425	
Biters	Total Days Impounded	55	**5.50 days**	1917	**13.50 days**
	Total Dogs Dealt With	10		142	
Strays (non adoption candidates)	Total Days Impounded	344	**4.59 days**	4675	**4.64 days**
	Total Dogs Dealt With	75		1007	
Adoption Candidates	Total Days Impounded	555	**23.13 days**	7028	**25.46 days**
	Total Dogs Dealt With	24		276	

Disposition:

	All Dogs			**Adoption Dogs**		
	Current Month	YTD		Current Month	YTD	
Beginning Dogs on hand	38	215	**%**	0	80	**%**
New Pickups	113	1433	**of YTD**	0	281	**of YTD**
Total Dogs	151	1648	**total**	0	361	**total**
Euthanized & Stray & Biter	24	344	24.31%	9	53	25.24%
Adopted	10	163	11.52%	4	139	66.19%
Humane Society	0	21	1.48%	0	5	2.38%
Breed Rescues/Other	8	27	1.91%	6	16	7.62%
Pet Rescue	1	52	3.67%	1	31	14.76%
Darcy's Arc	2	31	2.19%	0	18	8.57%
Biters Returned to Owners	5	95	6.71%	0	0	0.00%
Returned R.A.L. 1st offence	33	412	29.12%	0	1	0.48%
Returned R.A.L. 2nd offence	1	43	3.04%	0	0	0.00%
Returned R.A.L. 3rd offence	0	7	0.49%	0	0	0.00%
Returned No Charge	19	79	5.58%	4	7	3.33%
Free Ride	0	135	9.54%		0	0.00%
Not Approved/Other	3	6	0.42%		5	2.38%
On hand at end of month (Stray & Biter)	45	233		41	151	
		0				
Total Dogs:	151	1648	100.00%	65	426	130.95%
Total Dispositions		**1415**				

Strays Picked Up:		Month	YTD		Month	YTD
Male	55.70%	76	798	Unclaimed-Known Owner	0	75
Female	44.30%	64	632	Dogs P.U. Current License	15	145



Glacial Sand and Gravel
Special Operating Agency (SOA)

2005 Annual Report

GLACIAL SAND AND GRAVEL SOA

2005 OPERATIONAL OVERVIEW

Our **Mandate** is to supply users, on a competitive basis, aggregate products in a timely and cost efficient manner, both internal and external to the City of Winnipeg.

Glacial Sand and Gravel (GSG) was designated a Special Operating Agency (SOA) by Council effective January 1, 2001. Operating as a SOA, and adhering to business-like principles, was intended to produce the following benefits:

1. Improve financial returns to the City over other alternative service delivery (ASD) options;
2. Maintain control of the City of Winnipeg's sand and gravel resource assets; and
3. Keep other ASD options open in the future.

Critical Success Factors

The following critical success factors faced Glacial in 2005:

- Replacing the substantial annual sales volumes realized under the former exclusive 3-year sales arrangements with the City of Winnipeg;
- Minimizing cost of sales through prudent management of staff and equipment;
- The ability to obtain cost effective and sensitive operating and administrative support services such as accounting, IT, HR, engineering, etc., and
- Overcoming the instability created by the loss of key staff, management and administrative support over the past four years.

Selected Operating and Administrative Accomplishments

The following is a list of accomplishments achieved by Glacial Sand and Gravel in 2005.

1. Increased Production & Efficiency
   Glacial's own production increased in terms of year over year tonnage processed. Reduced downtime, fewer product offering, cross training staff and formal work planning are some of the factors that contributed to higher production.

2. Customer Satisfaction
   Glacial instituted a written customer satisfaction survey in fall 2005. The survey was sent to 75% of Glacial's customers both internal and external to the City of Winnipeg. Glacial received a total of 28% response rate. The overall results of the survey indicated Glacial was superior to competitors (on a scale of 1 to 5 with 1 being worse and 5 being better than other suppliers) in 6 of the 7 categories used. The only exception was Operating Hours. Many private sector customers expect suppliers be open long hours during the week and also to be open on weekends (at least Saturdays) during construction season.

3. Continued Good Safety Record
   Glacial has had a very good safety record in maintaining a safe workplace and recording negligible lost time due to accidents in the past two years. Even with several new seasonal

and student hires over the past two years Glacial experienced only three lost days due to one specific fall in a staffroom. These results are a testament to Glacial's diligent staff and a culture of safety supported at all levels.

4. Structured Business Processes

   Formal product pricing, financial monitoring and production planning are some of the examples.

2005 FINANCIAL PERFORMANCE OVERVIEW

Financial Highlights

For 2005, Glacial Sand and Gravel's financial performance included:

- Total revenues of $2,297,000 compared to $2,352,000 for 2004, which represents a decrease of $55,000 due to loss of treated sand revenue, whereas revenue for other products increased in 2005
- Total expenses of $2,778,000 compared to $3,057,000 for 2004 which represents a decrease of $279,000 due to higher productivity, a better preventive maintenance program resulting in lower downtime and repair cost, higher customer satisfaction, an excellent safety record and improved financial controls;
- A net loss before income taxes of $481,000 compared to $705,000 for 2004; and
- A cumulative deficit of $1,407,000 compared to $840,000 for 2004.

Glacial Sand and Gravel has had to replace the substantial annual sales volumes realized under the former exclusive 3-year sales arrangements with the City of Winnipeg; minimize the cost of sales through prudent management of staff and equipment; and obtain cost effective operating and administrative support services (accounting, IT, HR, engineering, etc.) through arrangements with both internal City of Winnipeg providers and external providers.

The auditor's report and audited financial statements for 2005 are attached in Appendix B as an Adobe .pdf file.

Appendix B: Glacial Sand and Gravel 2005 Auditor's Report and Financial Statements

See Separate Adobe Attachment



Winnipeg Golf Services
Special Operating Agency (SOA)

2005 Annual Report

WINNIPEG GOLF SERVICES SOA

2005 OPERATIONAL OVERVIEW

Our vision is to be recognized as a leader in the delivery of municipal golf services.

Our mission is to make Winnipeg 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.

Highlights

Tournaments and Special Events
In August the 83rd Municipal Golf Tournament was held at the three 18 hole Municipal courses (Kildonan Park, Windsor Park and John Blumberg) with the Grand Final being staged at Kildonan Park Golf Course. The Municipal tournament is the longest running golf event in Manitoba. It is unique in that it is open to public players only. This year 278 golfers entered representing a 10% increase in participation over the past three years. Sponsorships from Coke, Minhas Creek and Srixon made the tournament extra special for local golfers. The Pro Am tournament held in conjunction with the Municipal Grand Final was very successful. Eight local golf professionals teamed up with invited guests for a fun afternoon. A banquet for all tournament and Pro Am players was held at Harbour View Golf Course and Recreation Complex.

In July the Platinum Jets Charity Golf Tournament was held at Kildonan Golf Course with 160 golfers taking part. The combined efforts of tournament organizers, golf course staff and a host of sponsors resulted in $100,000 being raised and donated to local charities and north end Winnipeg high schools.

In June the Victoria General Hospital held their 3rd annual capital campaign fundraising tournament at Crescent Drive Golf Course. The fun format of the event turned out to be a tremendous success.

Customer Service
Kildonan Park, Windsor Park and Crescent Drive Golf Course Pro Shops have attained recognition as "Manitoba Best" customer service sites as a result of staff successfully completing the Manitoba Tourism and Education Council *Service Excellence* program. In addition, Golf Services supervisory and management staff have attended and successfully completed the *Managing Excellence* customer service program.

Customer service training has assisted staff in dealing with issues in a positive customer friendly manner and provided them with tools to deal more effectively with difficult situations. Customer service remains one of the highest priority areas for continuous attention and improvement. Future plans include having golf course maintenance staff attend customer service training.

Marketing and Promotion
Winnipeg Golf Services continued to put forward a positive public image in all visual and print materials. Posters and advertisements are professionally prepared and presented.
Research into the feasibility and value of an e-mail marketing program designed to identify and retain the Winnipeg Golf Services customer base resulted in the establishment of the "Shoot for the Green" program. This e-mail marketing initiative was implemented at Windsor Park, Kildonan and Crescent Drive Golf Courses in 2005. It proved to be very popular among regular and casual golfers. The program provides an immediate reward (discount coupon) when a golfer enters a token number on

the Shoot for the Green web site. In addition, each token registered entitles the golfer to an entry for the year end grand prize draw. The Shoot for the Green loyalty program saw 2657 golfers register 11,857 tokens to the end of 2005. This provided Winnipeg Golf Services with an e-mail database of regular and casual golfers to whom we can market products and specials on a regular basis.

Turf Maintenance
Turf maintenance remains a high priority. Research and literature review of maintenance practices and new equipment on the market is carried out on a continual basis.

Environment
Natural environment management, preservation and control measures continue to be applied to golf course sites with the assistance of the City Naturalist.

Recommendations from the Manitoba Golf Superintendents Association Environmental Assessment continue to be implemented on a priority basis.

The reestablishment of native plant species through elimination of European Buckthorn continued in 2005. This will continue to be a priority for several years.

Electric auto carts are proving to be very popular among golfers. An additional 17 electric carts were purchased in 2005.

Golf Course Improvements
Golf course improvements continued in 2005 in accordance with the recommendations of the Master Plan. A new and greatly expanded 1st tee box at Kildonan Park Golf Course opened for play in early 2005. As well, four new tee boxes at Windsor Park Golf Course were completed. These tee boxes will open in 2006.

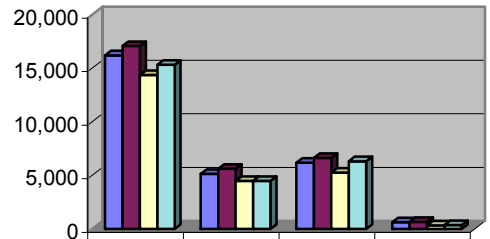
Master plan improvement projects will continue to be implemented on a priority basis as funds permit. Plans for 2006 include drainage improvements at Kildonan and Windsor and driving range and drainage improvements at John Blumberg.

Statistics

Rounds played in 2005 were down by 11% from the previous year and down 20% from the average number of rounds played since the inception of Winnipeg Golf Services. This reduction in rounds is almost exclusively attributed to adverse weather conditions. Saturated soil conditions carried over from 2004 made course maintenance a challenge in the early months of 2005. Although moisture levels were not excessive in the early part of the season, the precipitation that did fall left standing water in many locations due to the already saturated soil levels. Mid season high water levels on the Red and Seine Rivers forced Crescent Drive and Windsor Park Golf Courses to close for two weeks each. This occurred in late June/early July – prime golf time. Revenues were severely affected as a result. When the rivers receded and the golf courses reopened, playing conditions for the balance of the season were marginal at best. Temporary greens were put in place to allow the greens that were covered with water to be restored. Some did not reopen for the balance of the 2005 season. In addition, a severe August storm forced the closing of 9 holes at Kildonan Park GC for 1 week. Broken trees and debris had to be removed in order to ensure the safety of golfers.

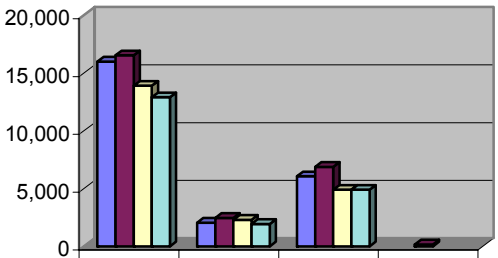
Following are graphic illustrations of comparative rounds played at each course.

Harbour View Rounds Played 2002 - 2005



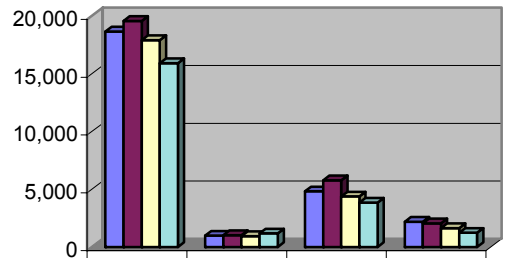
	Adult	Junior	Senior	Twilite
2002	16196	5124	6186	612
2003	17076	5618	6639	654
2004	14359	4488	5258	314
2005	15305	4490	6313	346

Blumberg 9 Hole Rounds Played 2002 - 2005



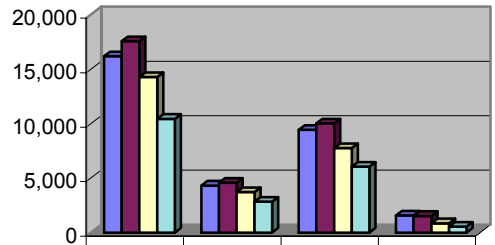
	Adult	Junior	Senior	Sunrise
2002	15990	2042	6076	
2003	16529	2467	6889	175
2004	13902	2294	4912	
2005	12907	1938	4913	

Blumberg 18 Hole Rounds Played 2002 - 2005

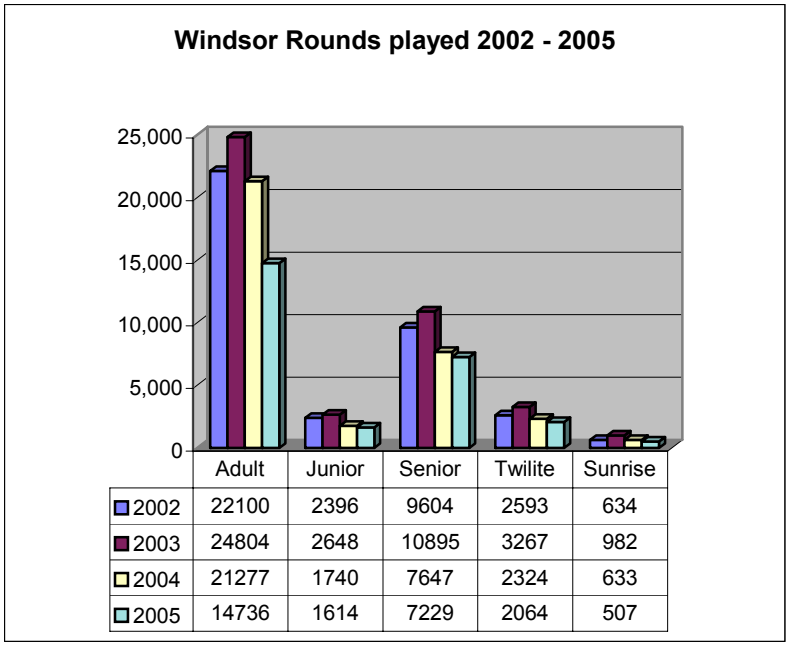


	Adult	Junior	Senior	Twilite
2002	18637	989	4826	2189
2003	19547	1035	5792	2059
2004	17891	936	4385	1638
2005	15896	1184	3857	1236

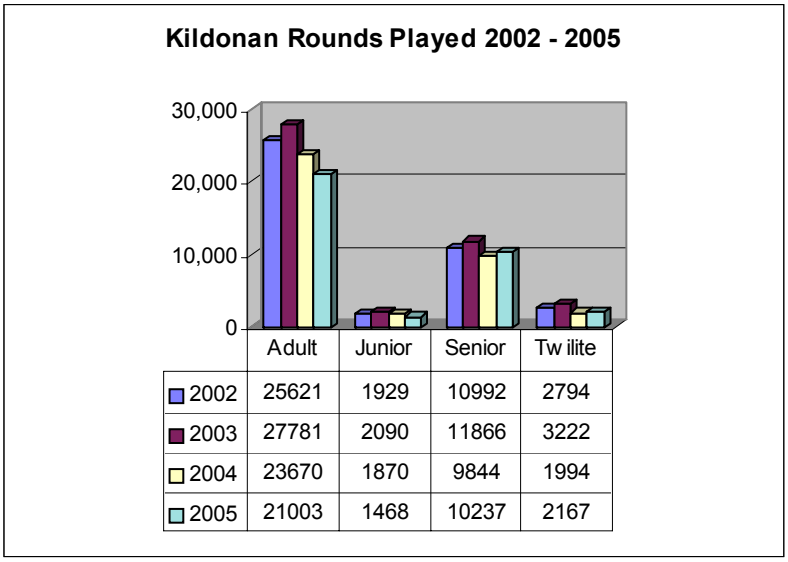
Crescent Drive Rounds played 2002 - 2005



	Adult	Junior	Senior	Twilite
2002	16195	4316	9444	1572
2003	17566	4586	10038	1529
2004	14292	3713	7766	851
2005	10452	2843	6071	544



	Adult	Junior	Senior	Twilite	Sunrise
2002	22100	2396	9604	2593	634
2003	24804	2648	10895	3267	982
2004	21277	1740	7647	2324	633
2005	14736	1614	7229	2064	507



	Adult	Junior	Senior	Tw ilite
2002	25621	1929	10992	2794
2003	27781	2090	11866	3222
2004	23670	1870	9844	1994
2005	21003	1468	10237	2167

2005 FINANCIAL PERFORMANCE OVERVIEW

Financial Highlights

For 2005, Winnipeg Golf Service's financial performance included:

- Total revenues of $2,321,000 compared to $2,658,00 for 2004 which represents a decrease of $337,000;
- Total expenses of $3,113,000 compared to $2,887,000 for 2004 which represents an increase of $226,000;
- A net loss of $792,000 compared to $229,000 for 2004; and
- A cumulative deficit of $1,747,000 compared to $637,000 for 2004.

Poor weather conditions resulted in decreased rounds and reduced revenues. The 2006 to 2010 business plan has been adjusted to more accurately reflect anticipated revenues and expenditures over the next five years. Also, a new golf course in the northeast quadrant of the city has had some impact on the number of rounds played at Kildonan Golf Course and to a lesser extent Harbour View Golf Course.

Merchandise sales have decreased since the introduction of a new big box retailer in the Winnipeg market. Winnipeg Golf Services has reverted to a strategy of merchandising impulse buys (balls, gloves, hats, individual clubs) and retaining minimal stock of big ticket items (club sets).

The auditor's report and audited financial statements for 2005 are attached in Appendix C as an Adobe .pdf file.

Appendix C: Winnipeg Golf Services 2005 Auditor's Report and Financial Statements

See Separate Adobe Attachment



Winnipeg Fleet Management Agency
Special Operating Agency (SOA)

2005 Annual Report

WINNIPEG FLEET MANAGEMENT AGENCY SOA

2005 OPERATIONAL OVERVIEW

Our **Vision** is to become the best public fleet service provider in North America.

Our **Mission** is to deliver the highest quality and most cost-effective fleet management services to City of Winnipeg departments and other public organizations.

Building on our past successes, 2005 was a year of significant growth and advancement for WFMA. Our activities focused primarily on reducing our costs and enhancing customer satisfaction through expanding the breadth of our services and improving the efficiency and effectiveness of various aspects of our business, from the delivery of new vehicles and equipment to customer billings.

Taking LCCM to the Next Level

Life Cycle Cost Management
The cornerstone of the WFMA approach to fleet management is its application of the principle of Life Cycle Cost Management (LCCM). In 2005, WFMA moved their LCCM processes to the next level – working side-by-side with vendors and customers to ensure delivery of the best products and services. The LCCM team met with department representatives throughout the year to discuss upcoming purchases and provide presentations outlying their options. The team also worked to develop more stringent specifications and improved formulas for calculating bid winners, which has challenged vendors applying for contracts to supply exceptional products, meet delivery dates and offer great after market service. Improved vendor relationships in turn allow WFMA to provide exceptional service to all our customers.

Implemented RTA at WFPS
December 5, 2005 marked Go-Live day for RTA fleet management software system at Winnipeg Fire Paramedic Service - Emergency Mechanical Services Branch. The Agency worked throughout 2005 with the WFPS-EMSB team to prepare for the transition to the new system that will allow Winnipeg Fire Paramedic Service to utilize life cycle cost management to make key decisions regarding their heavy-duty fleet vehicles.

> "Everything from an initial communication plan through hardware installation and staff training was accomplished on time and under budget. Today our Service is much better positioned to understand the flow of work passing through the Branch while our parts inventory has been properly reduced and controlled."
>
> *WFPS Deputy Chief Jim Brennan*

The implementation of RTA in other City departments allows for the harmonization of fleet parts inventory and the expansion of life-cycle cost management, permitting significant cost reductions to City departments, and enhanced service to the citizens of Winnipeg.

Enhanced Maintenance Service

New Equipment
In 2005, the Agency purchased a new hoist with larger capacity. The hoist can support up to 60,000 pounds, permitting the Tecumseh Street Repair Facility to now service the entire fleet.

Streamlining Facilities
In the fall of 2005, in an effort to reduce costs and enhance service, WFMA amalgamated its Main Street Repair Facility with the Tecumseh Street Repair Facility. The move has allowed the Agency to improve repair and maintenance efficiency and facility productivity.

Mechanic Training Programs
Agency mechanics completed a number of training courses in 2005 to expand their skill sets, including aerial inspection, sand spreader maintenance and hydraulic systems training. Such training has resulted in less downtime and reduced costs for customers.

Administrative Accomplishments

Stand Alone Agency
On November 24, 2004, Council approved a reporting amendment that provided the Chief Administrative Office, or a delegate, direct authority over Special Operating Agencies. Effective November 30, 2005, the WFMA Chief Operating Officer reports directly to the Chief Information Officer of the City of Winnipeg (CAO delegate). The transition from operating within a department to a stand-alone agency permits WFMA a greater degree of independence and autonomy, allowing it to operate in a more entrepreneurial, open and transparent manner. As a stand-alone agency, WFMA will be able to further build our relationship with our customers and continue to provide first-rate service at competitive prices.

APWA Accreditation
WFMA, along with the Department of Public Works, has been working diligently to prepare for American Public Works Association (APWA) accreditation. The APWA accreditation program is intended to recognize agencies adopting national recognized best practices in the field of public works, including fleet management.

The first stage of the accreditation process is self-assessment, which involves an objective evaluation of the agency's current policies, procedures and practices in comparison to those recommended by APWA members. It is an opportunity to identify the strengths of the organization, areas in need of improvement and strategies for encouraging continuous improvement. WFMA has completed its self-assessment and as a result has implemented a number of new initiatives, including an enhanced preventative maintenance program and an improved accident reporting procedure. The Agency is now looking forward to an on-site evaluation and documentation review by an APWA accreditation team in late 2006.

Lease Agreements
Throughout 2005, WFMA staff worked on the development of standardized lease agreements for all vehicles and equipment. The agreements clearly identify the terms and conditions of leasing a WFMA unit and layout the roles and responsibilities of both WFMA and the customer. The Lease Agreements will be rolled out to customers during 2006.

Implementation of Environmental Initiatives

Hybrid Evaluation
Winnipeg Fleet Management Agency owns four gas-electric hybrid sedans and two hybrid SUVs, which are being monitored in order to assess vehicle performance and fuel efficiency. To date the vehicles have performed well in all seasons and have proven to be the most fuel-efficient vehicles in the fleet. The performance and efficiency data collected throughout the evaluation will allow the

Agency to provide departments with advice and recommendations regarding their fleet acquisitions decisions.

Repair Our Air Challenge
WFMA participated in the 2005 Repair Our Air Challenge, a competition to encourage fleets across Canada to reduce their idling. The goal of the Challenge was to increase management and staff awareness of idling and reinforce the environmental benefits and financial savings that can be achieved by reducing the amount of emissions and fuel wasted as the result of unnecessary vehicle idling. Other Winnipeg-based fleets participating include MTS and Manitoba Hydro.

Support for Clean Cities
The Agency is a member of and provides administrative support to the Red River Valley Clean Cities Coalition (RRVCCC) Winnipeg Chapter Inc. The RRVCCC Winnipeg Chapter is a voluntary partnership between government, business, non-profit organizations and post-secondary institutions with a mandate to promote alternative fuels, advanced vehicle technologies, idle reduction and fuel-efficiency in Manitoba. In 2005, the Chapter launched their website (www.cleancitieswinnipeg.org) and hosted two events for local stakeholders – *Local Efforts to Reduce Fossil Fuel Consumption & Advance Sustainable Transportation* and *Reducing Fleet Costs and Vehicle Exhaust Emission*s. The Chapter was also actively involved in the 2005 North American Solar Challenge – the longest solar powered car race in the world, racing from Austin, TX to Calgary, AB. The RRVCCC developed the Green Caravan Awards, which acknowledged teams filling up with alternative fuels or driving fuel-efficient support vehicles, and organized a Green Vehicle Display for an event held at Red River College to support the race as it passed through Winnipeg.

2005 FINANCIAL PERFORMANCE OVERVIEW

Financial Highlights

For 2005, Winnipeg Fleet Management Agency's financial performance included:

- Total revenues of $31,150,000 compared to $27,241,00 for 2004 which represents an increase of $3,909,000;
- Total expenses of $27,911,000 compared to $25,879,000 for 2004 which represents an increase of $2,032,000;
- A net income of $1,079,000 compared to $331,000 for 2004; and
- Retained earnings of $1,349,000 compared to $2,520,000 for 2004 after payment of a dividend of $2,250,000 to the City.

WFMA's 2005 annual report which includes the auditor's report and audited financial statements is attached in Appendix D as an Adobe .pdf file.

Appendix D: Winnipeg Fleet Management Agency's 2005 Annual Report

See Separate Adobe Attachment



Winnipeg Parking Authority
Special Operating Agency (SOA)

2005 Annual Report

WINNIPEG PARKING AUTHORITY SOA

2005 OPERATIONAL OVERVIEW

Our **Vision,** as a Special Operating Agency of the City of Winnipeg, is dedicated to providing world class public parking solutions to a world class city.

Our **Mission** is to facilitate:

- proactive and effective public parking solutions;
- balanced and progressive client and customer relationships;
- enlightened and forward oriented regulation and space management; and
- the best practical use of municipal parking resources to meet the changing needs of the City of Winnipeg, its constituent departments, agencies, communities, partners, stakeholders, and individual customers, as guided by the public good and by best practices in the public parking industry.

In 2005, the Winnipeg Parking Authority achieved approximately 50% of its anticipated three year program to upgrade existing parking facilities, improve public services, and improve access to the downtown by creating a modern, efficient, productive and accountable public parking organization. This extraordinary effort places the Winnipeg Parking Authority about one year ahead of schedule in achieving certain areas of its business plan objectives.

The Agency ran a successful parking management seminar for the Prairie Region of the Canadian Parking Association, in February 2005, drawing attendees from as far away as Toronto, ON and Lethbridge, AB.

The Agency established a centralized service centre for public parking in Winnipeg. It established new and higher standards for service in the local parking market and set higher benchmarks for local industry. It worked with local businesses to eliminate red tape and participated in projects which promote and enhance the downtown business environment. It established the foundation for service developments that will provide sophisticated, modern parking facilities for Winnipeggers on a scale comparable to other first rank Canadian cities.

There were several very positive media encounters resulting in positive press for Agency's initiatives related to changes to enforcement systems, the Parking Store concept, the customer car care facility, and the new visibility and positive outlook of by-law enforcement staff. There was enthusiastic support from local business and development agencies which see these changes to parking systems and facilities as very positive for the City and for the local business climate.

The Winnipeg Parking Authority will continue to follow its practice to provide a proactive approach to parking and bring its revenue composition over time in line with those of other Canadian municipalities such as Calgary and Toronto. This will be accomplished by continuing to provide enhanced customer service, public awareness, and through continued upgrades and maintenance of City-owned parking facilities. The Agency will have less reliance on a reactive approach using enforcement. This strategy will shift revenue composition from enforcement to off-street parking and promote Winnipeg as a parking friendly City while sustaining revenue.

The Winnipeg Parking Authority
2005 Composition of Gross Revenues per Stall

	Composition of Revenue per Stall			
	Winnipeg 2002	**Winnipeg 2005**	**Toronto* 2004**	**Calgary 2005**
Number of Stalls:	5,645	5,735	37,723	12,925
On-Street:	23%	21%	38%	21%
Off-Street:	30%	39%	62%	58%
Enforcement:	47%	40%	N/A	21%
Total:	100%	100%	100%	100%
Distribution to City:	51%	51%	40%	34%

** The Toronto Parking Authority does not receive revenues from municipal enforcement.*

As the above table on the comparison of gross revenues per stall shows, while the on-street revenue per stall for the Winnipeg Parking Authority is in line with Calgary there is room for improvement through the replacement of the malfunctioning and obsolete existing meters with new technology pay and display meters. Off-street revenue per stall for the Agency has been underperforming by 20-30%. This is primarily due to the lack of reinvestment in technology and facilities.

2005 FINANCIAL PERFORMANCE OVERVIEW

Financial Highlights

In 2005, the Agency generated a net profit from operations of $4.02 million through reinvestment in facilities and services at no additional cost to the taxpayer. The Agency incurred additional expenses of $856 thousand primarily due to increased labour and materials charges associated with a one time only clean up, repair and improvement of parking facilities and equipment. Also, there were one time only staffing assistance cost in support of the business start up, initial inventory and set up costs of the business office and services, and additional costs assigned in support of the MTS Centre opening and the Millennium Library and Skywalk renovations.

The Agency's audited financial highlights for 2005 are as follows:

- Gross revenues were $11.026 million. Parkade revenues increased by 4.6% to $3.37 million due to improvements in services to customers and changes in pricing policies.
- Surface lot revenues increased by 15.6% to $560 thousand due to the installation of Pay Stations and increased diligence in customer service.
- Meter revenues decreased by $111 thousand due to losses through theft of existing parking meters and reductions in maintenance prior to the Agency taking control of daily operations.
- On-street permit revenues decreased by 18.0% to $233 thousand due to changes in pricing policies and reductions in collections prior to the Agency taking control of daily operations.
- Unpaid parking fines with a book value of over $10 million were transferred to the Winnipeg Parking Authority from the Winnipeg Police Service. For purposes of the financial projections, it has been conservatively projected that the full balance receivable is uncollectible and very little of this total will ultimately be received.

- The establishment of the $917,000 receivable for 2005 while pre-2005 collections will be recognized as revenue using the cash basis of accounting in future years as collected.

The auditor's report and audited financial statements for 2005 are attached in Appendix E as an Adobe .pdf file.

Appendix E: Winnipeg Parking Authority 2005 Auditor's Report and Financial Statements

See Separate Adobe Attachment