



The City of Winnipeg
Audit Department

Leaders in building public trust in civic government

Focus on Winnipeg Services

June 1998

Table of contents

Table of contents

Acknowledgements	1
The participants.....	1
Executive summary	3
Management response	5
Focus on Winnipeg Services	6
Introduction	11
Why use the MRM?.....	13
How was the City of Winnipeg introduced to the MRM?.....	13
How can City Council use the model's information?	14
The MRM	15
What does the model look like?	15
How does the model reflect the organization?	16
How does the model capture the community's needs?	17
How are public services shown in the model?	18
How are resources reflected in the model?	19
How does the model capture the organization's needs?.....	19
How are internal services shown in the model?.....	20
How does the model link organizational structure to services?	21
How does the model incorporate performance?	22
How does the model look for the City?.....	23
The project process	24
What was our approach?.....	24
What did we do?	24
What happened during Phase 1 and 2 workshops?	25
What happened at the reconciliation workshops?.....	26
How were internal services identified?.....	28
The project experience	31
Is the MRM shifting the City's focus?.....	31
Is working with the model easy?.....	32
How did participants react?	34
How can the City use the model?.....	37

Recommendations	41
What are our main recommendations?.....	42
What are some of the critical success factors?.....	42
What parts of the baseline model need to be completed?.....	43
Public programs	43
Public services.....	44
Public service profiles	44
Public service activities	46
Internal programs	47
Internal services.....	48
Internal service activities	49
Summary	51
Glossary	53
Appendices	57

Acknowledgements

Acknowledgements

The participants The Audit Department would like to acknowledge the positive contribution that many City of Winnipeg employees made to the *Focus on Winnipeg Services* project. Despite competing priorities and the project's challenging time frames, many people participated in the workshops and contributed essential information in a timely manner. We sincerely appreciate this valuable effort and support.

We believe that the *Focus on Winnipeg Services* project enables the City to focus on improving its fundamental services. It also provides the City with an unprecedented opportunity to better serve the citizens of Winnipeg and demonstrate accountability for results. With the help of this project, we **can** make it happen!

Executive summary

Executive summary

The *Focus on Winnipeg Services* project evolved from a basic question raised by the Audit Department, “What services does the City of Winnipeg provide to its citizens?” We believe that the answer to this question is fundamental to the reorganization of the City, especially in this current transition period. To improve service delivery, the City needs to shift its perspective from an organizational focus to one that is service-based.

During this transition period, we recognized that there was an opportunity to develop a baseline of service information for the City. For the *Focus on Winnipeg Services* project we used a service delivery model, the Management Reference Model for Government Services (MRM), as the framework for identifying services. Once completed, information from the service delivery model will assist City Councillors and Senior Management in their decision-making processes and will provide the underpinnings for initiatives such as

- Plan Winnipeg amendments
- Corporate and departmental business planning
- Budget reform
- Organizational restructuring
- Performance measurement
- Alternative service delivery

We want to emphasize that *Focus on Winnipeg Services* is a work in progress. It is an ongoing project that began in December 1997 and should continue to be refined in the future. Our purpose was to develop an inventory of services for the City. To date, we have identified 260 public services. Our goal is that the model will be used in all initiatives to improve service delivery.

This report explains the components of the service delivery model, describes the process we used for this project, and provides the preliminary results of applying the model to the organization as a whole.

Our recommendations focus on why it is important for the City to complete the service delivery model, and what the information in the model can be used for. Specifically, we

recommend that

- The City's Chief Administrative Officer (CAO) assume overall accountability for the service delivery model.
- A comprehensive plan be developed that outlines priorities, specific deliverables and time lines for completing the baseline model and integrating it with other initiatives.
- An ongoing communication strategy be developed to promote the benefits and share the results of using the model.
- Further training on the model's concepts and applications be provided to all levels of the organization as required.

We also highlight some factors critical to the successful implementation of the service delivery model.

Once the City has completed the model, it will have established a baseline of service information. This baseline information will provide an important platform for current and future initiatives, and can be used to evaluate how well the City is doing in terms of its service delivery.

Management response

Management response

Over recent years, citizens have expressed the need to reduce the costs of our government. Through such initiatives as 'Reshaping Our Civic Government' and the adoption of several critical recommendations by George Cuff and Associates, City Council has directed our organization to become more affordable, responsive and innovative. The *Focus on Winnipeg Services* project provides a critical foundation for implementing this direction.

The *Focus on Winnipeg Services* project has provided an opportunity for us to see things differently. *The process* used by the Audit Department involved a series of training sessions, workshops and meetings with managers from across the organization. As described in the report, the process challenged us to define our services from the perspective of our citizens and clients. The process challenged us to think outside of our organizational units and to clarify issues of accountability. The common language developed through the process and the discussions, debates and insights that have occurred will help us become a service-focused organization.

In addition to the process, *the results* of the project provide a baseline inventory of the services offered across the organization. With this inventory, we can begin to tie the dollars that citizens invest in our organization to the services they receive. *Knowing the services we provide is a critical step in determining service value.*

While the *Focus on Winnipeg Services* project has established an initial baseline of information about the City and its existing services, much more work needs to be done. As the former City Auditor, I asked Council to approve and support this ambitious project and they did. Now, as the Chief Administrative Officer, I am committed to ensuring the integration of the model in all of our improvement efforts.

Our baseline service delivery model will now be managed by the CAO Secretariat. The following describes our priorities, deliverables and time lines for using the model in our improvement initiatives.

Date	Deliverable	Why?
June 30, 1998	<p>1. A preliminary list of public and internal services (including service names and accountable organizational unit) that has been validated by department management teams</p> <p>2. A preliminary list of public and internal programs that has been validated by the senior management team</p>	<p>What are our existing services and how much public money do we invest in these services?</p> <p>Services will be used for our first service-based budget. A service-based budget attaches costs to services. Knowing the existing cost is the first step in determining the appropriate cost of a service. In the coming years we will be able to further refine costs by attaching support services. We can then link service levels to service costs.</p> <p>How do our services benefit the community?</p> <p>Public programs are a way of identifying specific community needs and grouping services around them. The Plan Winnipeg Review project will provide insight into current community needs. Council can then look at the needs of the community and determine the priorities of our government. Council can provide leadership by reviewing programs and services. Council can identify where opportunities exist to provide greater benefit to the community by reallocating budgets, shedding services or adding services.</p>
September 1998	<p>3. Completed service profiles on each service. Service profiles include descriptions of the services, the money and resources required for delivery of the service and performance measures</p> <p>4. A 'map' outlining who is involved in support services (e.g. human resource, information technology, financial and asset support)</p>	<p>Completed profiles will provide additional service information that will assist in making decisions around services. Completed profiles will also assist departments doing pilot business plans. Business planning revolves around the service profiles.</p> <p>Many parts of the organization (internal areas) support the delivery of public services. Mapping involvement in internal services will help determine how we should organize and deliver our internal services. It will help us provide more affordable, effective, efficient and timely support services.</p>

Date	Deliverable	Why?
	<p>5. A viable platform (system) to retain service delivery data and a process for keeping the service delivery information repository up to date</p>	<p>The model must be maintained in a current state in order to be useful for decision-making across the organization. This system will be developed and managed by the CAO Secretariat.</p>
<p>August or September 1998 (depending on availability)</p>	<p>6. A Council seminar Note: Additional information will also be provided during Council orientation sessions in November.</p>	<p>Direct service providers are taking a first cut at sorting through the service lists to date. A more refined product will be brought forward to Council for further discussion.</p>
<p>September 1998</p>	<p>7. An information package on our service delivery model on the intranet.</p>	<p>We see this as the most effective way to reach the entire organization.</p>
<p>September 1998</p>	<p>8. A plan for specific workshop sessions and ongoing educational support</p>	<p>Departments may require support relative to various initiatives (business planning, service-based budgeting, activity mapping, IT planning, performance measurement).</p>
<p>Longer Term</p>	<p>9. An Annual Report to citizens with an emphasis on results</p> <p>10. Proposed revisions to the City of Winnipeg Act</p> <p>11. An automated Service Delivery Model that is integrated with the organization's primary information systems such as a Budget Preparation / Financial Reporting System.</p>	<p>We are accountable to the public for results. We have an obligation to provide timely information on performance in a format that is meaningful to the public.</p> <p>It is important that our governing legislation be updated to reflect our service delivery perspective</p> <p>Timely information for decision-support is critical to our on-going improvement efforts. Any linkages that we can establish between systems will improve the efficient production of this critical information.</p>

Management response

I would like to thank the Audit Department for their excellent work in managing this project. I would also like to acknowledge the dedication of Civic managers and staff who rolled up their sleeves to get this done in record time and during significant organizational change. I do believe that we are building the foundation for a more accountable organization -- one that focusses on the needs of citizens and ensures value for each dollar invested.

G. Stephens
Chief Administrative Officer

Focus on Winnipeg Services

Focus on Winnipeg Services

“Our collective challenge is to improve the City of Winnipeg by addressing the cost, quality and accessibility of public services in the midst of greater fiscal accountability and increased service demands.”

—Gail Stephens,
CAO

On March 20, 1997, Council authorized an independent review of the legislative and senior management structures of the City of Winnipeg. The report, prepared by Cuff and Associates, suggested that the City of Winnipeg take a broader look at its structure and resources and consider what are deemed to be core City services.

The Audit Department feels strongly that the *Focus on Winnipeg Services* project is the first step in transforming our organization. *Focus on Winnipeg Services* will help the City to understand the services it provides. The project will also help the City to become a more flexible and responsive organization that adapts to the needs of its citizens.

This report completes the Audit Department’s involvement in the project. At this point, we have established an initial baseline of information about the City and its existing services. More work needs to be done in order to transform this information into a valuable and effective foundation for decision making.

Introduction

Introduction

“In order to do things differently we must see things differently.”

—Paul Allaire, CEO,
Xerox Corporation

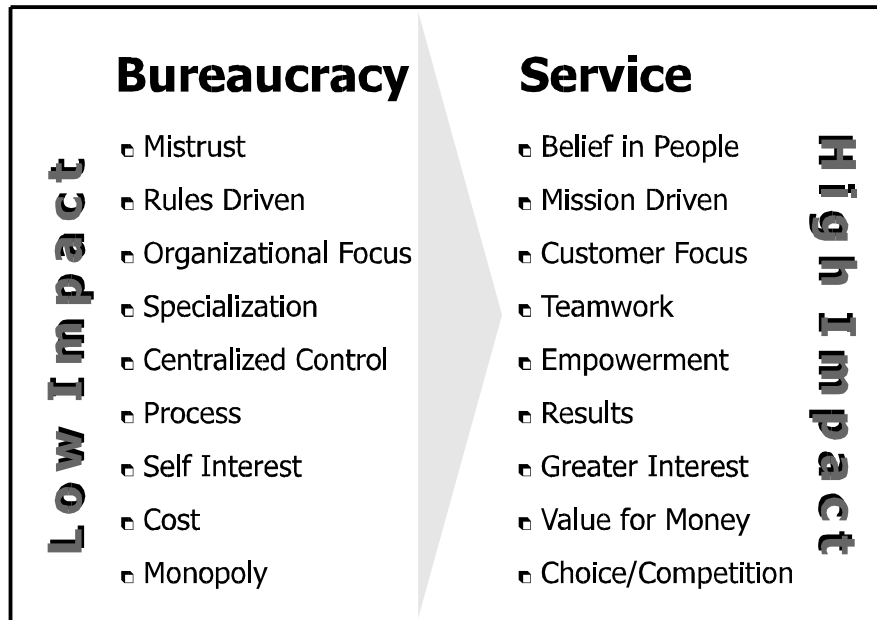
Citizens expect to receive value for their tax dollars. They are also becoming more aware of service delivery options. They see local government in terms of the services they receive, and how those services contribute to their desire for such things as

- Safe neighbourhoods
- Employment opportunities
- Clean air and water
- Attractive transportation alternatives
- Appealing leisure opportunities
- Lower property taxes

However, citizens do not always perceive local government as being responsive to their needs.

Many local governments have lost touch with their fundamental services. They are often described as bureaucratic in their thinking and in their culture. In order to become more responsive to their citizens, they must change their corporate values.

Corporate values need to shift from a bureaucratic perspective to a service-based one. The following diagram illustrates the shift in values that needs to occur.



The goal of the *Focus on Winnipeg Services* project is to help shift our organization's view of service delivery. Historically, the City has viewed service delivery from an organizational perspective. Instead, it must shift its view to one that is service-based and client-focused.

Focus on Winnipeg Services will help the City answer the following questions:

- What are the public services we provide and why?
- What are the citizen needs that our services support?
- Who are our clients and how many are there?
- What do the clients value about our services?
- Who is accountable for each service?
- What skills and resources does each service require?
- What are the costs of services and the activities necessary to deliver them?
- How well are we performing each service?

Why use the MRM?

The Management Reference Model for Government Services (MRM) is a tool that helps shift the organization's focus to services and clients. It is a service delivery model that defines an organization based on its services. It provides information about the organization that can assist with decision-making related to service delivery improvements.

The MRM, with its service focus, can also help to coordinate and implement change initiatives *interdependently* rather than *independently*. Initiatives implemented independent of each other often fail because of the inability to effectively manage and coordinate the changes. The MRM provides a platform of information that will link initiatives together.

Information captured in the MRM will help to

- Define services and identify core and non-core services.
- Support organizational restructuring and enhance service delivery effectiveness by clarifying accountability and responsibility relationships.
- Set service baselines and targets for performance measurement.
- Create a framework for future service-based budgeting and activity-based costing.
- Create a framework to assess the continued value of programs and services.
- Identify links between public services and *Plan Winnipeg: Towards 2010*.

How was the City of Winnipeg introduced to the MRM?

The Corporate Services Department acquired the service delivery model in 1996 from Chartwell Inc., a Toronto based consulting firm. At that time, many Canadian municipalities were using the model as a tool to better define aspects of their business.

Chartwell Inc. originally developed the model, in conjunction with several Ontario municipalities, as a product that could assist information technology planning. They later recognized that it could also help with many other management initiatives such as business planning and service-based budgeting.

Water and Waste, the first City department to apply the model, began using it in early 1997 to help develop a departmental information technology strategic plan.

In October 1997, the Corporate Services Department approached

the Audit Department with a suggestion that the model could assist the City's business planning process. The City Auditor recognized the value of using the model as a tool to focus the City on improving service delivery.

In November 1997, the Audit Department launched the *Focus on Winnipeg Services* project to develop a service delivery model for the entire City of Winnipeg using the MRM. The project description was referred to City Council by Fiscal Committee, and approved by Council on December 17, 1997. The purpose of the project was to customize the model to reflect the services performed by the City and support ongoing change initiatives.

How can City Council use the model's information?

Once completed, information from the service delivery model will help City Council answer the following questions:

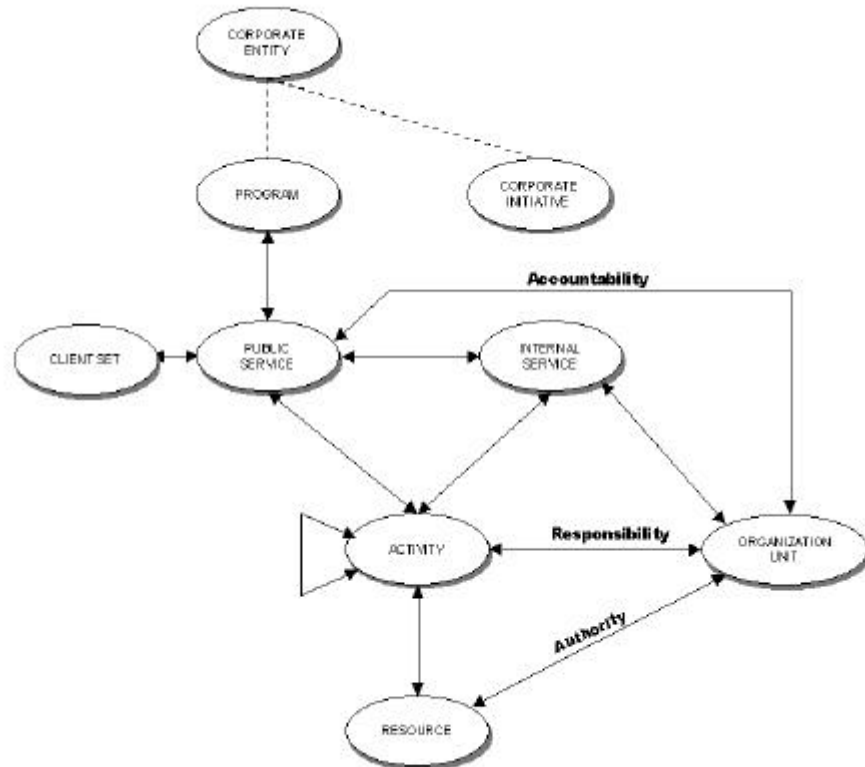
- Do the City's programs reflect the needs and aspirations of its citizens?
- Are the City's programs consistent with *Plan Winnipeg*?
- Are there any gaps or inadequacies in the City's programs?
- Are there other services the City should be delivering?
- Are there services the City should not be delivering?

The MRM

The MRM

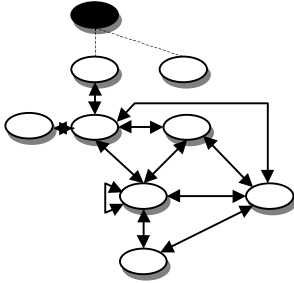
What does the model look like?

Understanding the concepts behind the model, the interrelationships between the model's components, and the various uses of the model takes time. A diagram of the model is shown below.



The diagram helps to explain service delivery and the interrelationships of the model's components. Each component of the model has a specific working definition. The following sections describe the various components as they relate to service delivery. We have provided Emergency Response – Police Intervention as an example of a public service to illustrate each component of the model.

How does the model reflect the organization?

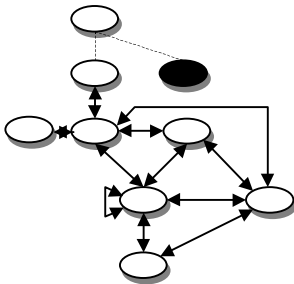


The model refers to the organization as the *corporate entity*. Activities performed at this level are strategic in nature and relate to the entire organization. Examples of activities that the corporate entity performs at this high level are

- Scanning relevant environmental trends and demographics.
- Identifying the community’s needs and aspirations.
- Monitoring whether the organization is meeting these community needs and aspirations.
- Setting the organization’s internal objectives and strategies.
- Monitoring achievement of the organization’s internal objectives and strategies.

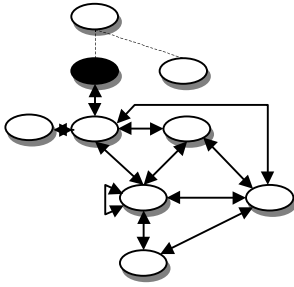
A completed baseline model shows what the organization *is* doing from a service delivery perspective. The corporate entity activities enable the organization to see what it *should* be doing, from a service delivery perspective. If there are significant differences between what the organization is doing and what it should be doing, the corporate entity should take action to correct the situation.

The model also includes a component called a *corporate initiative*. This component captures internal initiatives that shape or change how the organization operates. Corporate initiatives, or change initiatives, are project oriented—they have a beginning and an end.



The City of Winnipeg, as a corporate entity, has recently launched significant corporate initiatives to reshape its business. Alternative Service Delivery is an example of a corporate initiative.

How does the model capture the community's needs?



The Project Team defines the term community as the collection of Winnipeg's citizens and businesses. In the model, the corporate entity performs activities to identify and address both the community and the organization's needs.

The corporate entity addresses community needs by creating *public programs*. Public programs are intended to

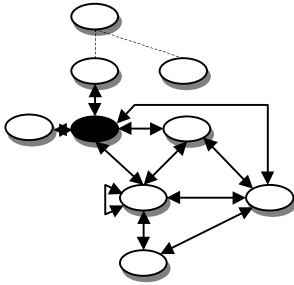
- Address particular community needs by defining program outcomes or goals.
- Achieve these goals through the delivery of public services.

An example of a public program intended to address the community's need for safety is Public Safety.

The corporate entity shares accountability for program outcomes with other contributors from the community such as

- Businesses
- Community groups
- Social agencies
- Other levels of government

How are public services shown in the model?



The corporate entity creates *public services* to achieve public program outcomes or goals. The corporate entity improves its program outcomes by monitoring the performance of its public services. Public services should

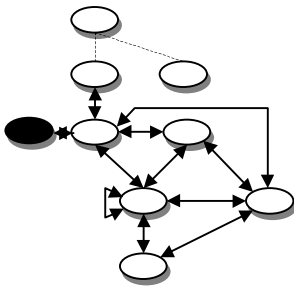
- Support public programs.
- Incorporate performance measures that monitor public services' contribution to program goals.
- Reach defined segments of the public called client sets.
- Provide direct value to client sets.

An example of a public service that supports the Public Safety program is Emergency Response – Police Intervention.

The model enables each public service to be profiled. A public service profile contains detailed information about a service such as

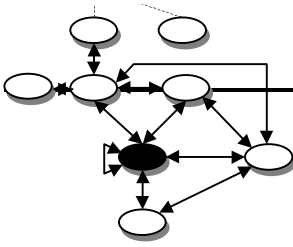
- The service description
- The client set
- The service value
- The service delivery unit
- The resources
- The performance metrics

While any member of the public can be a potential user of a public service, a public service has a more defined *client set*. For example, the client set of the Emergency Response – Police Intervention service is not the public at large, but Emergency Incident Victims. The service value is a description of what the clients value about a service, from their perspective. The service delivery unit is what the clients receive.



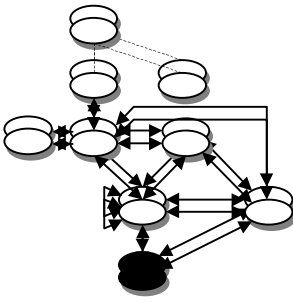
The model also enables public services with similar qualities to be grouped into public service classifications. For instance, the public service classification for the Emergency Response – Police Intervention service, as well as most other emergency response services, is Protection/Mitigation.

Each public service classification has a definition and a unique set of *public service activities* that outlines the tasks required to perform a service within that classification. An example of an activity required to perform the Emergency Response – Police



Intervention service is assessing the cause of the incident. By using the model's public service classifications, an inventory of public service activities can be generated.

How are resources reflected in the model?



Resources are assets that the corporate entity acquires and uses to deliver public services, such as

- Equipment
- Vehicles
- Facilities
- Employees

An example of a resource required to deliver the Emergency Response – Police Intervention service is a Police Officer.

The model enables resources to be grouped into 18 different classifications. Each resource classification has a definition and a unique set of activities that outline the tasks required to manage that resource. The resource classification for a Police Officer is Human Resource – Employee.

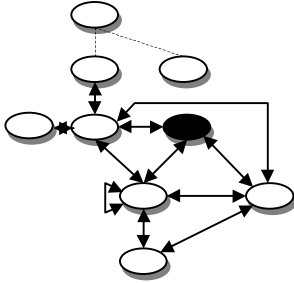
How does the model capture the organization's needs?

In the model, the corporate entity addresses the organization's needs by creating *internal programs*. However, the internal program component of the model is not well defined. Therefore, the Project Team developed more detail around this component to better reflect the City's needs. We propose the following internal programs for the City's model:

- Financial Stewardship
- Human Resource Stewardship
- Information Stewardship
- Physical Asset Stewardship

The goal of these internal programs is to effectively manage or steward the City's resources. For example, the internal program that manages the Police Officer resource is the Human Resource Stewardship program. Effectively managing resources allows the City to deliver public services over the long term.

How are internal services shown in the model?



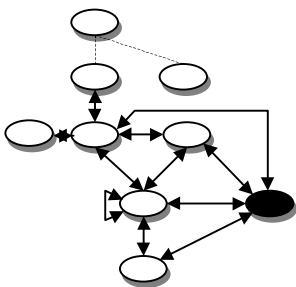
In the model, the corporate entity creates *internal services* to achieve internal program goals. Internal services, or support services, are services performed by an organizational unit on behalf of other organizational units. Internal services typically support either the management of resources or the direct delivery of public services.

As with the internal program component, the internal service component is not well defined in the model. Again, the Project Team developed more detail around this component to better reflect the City’s needs. We identified the two types of internal services as either *resource-based internal services* or *activity-based internal services*. Both types play an integral role in public service delivery.

An example of a resource-based internal service related to the Police Officer resource is Human Resource Recruitment and Selection. An example of an activity-based internal service directly related to the Emergency Response – Police Intervention service is Call Taking/Dispatching.

As with public services, the model enables internal services to be profiled. Each internal service also has a definition and a unique set of activities that outlines the tasks required to perform that service. An example of an activity required to perform the Human Resource Recruitment and Selection service is interviewing potential candidates. In the model, internal service activities must be allocated to the public services they support to fully understand all the tasks involved in public service delivery.

How does the model link organizational structure to services?



The corporate entity can be structured into *organizational units* that contribute to the delivery of services, such as departments, divisions and branches.

Because the organizational units are a separate component in the model, the model enables the corporate entity to look at services independent of organizational structure. This can help the corporate entity realign organizational structure with services to improve service delivery.

The model also enables the corporate entity to *map* organizational units to specific services and assign *accountability* for those services. In order to be truly accountable, the organizational unit must have the means and authority to control how it delivers the service. In the City's case, the organizational unit accountable for the Emergency Response – Police Intervention service is Winnipeg Police Service.

In addition, the model enables the corporate entity to map organizational units to service delivery activities to assign *responsibility*. Organizational units other than those accountable for a service can be responsible for some of the service delivery activities. In the model, the role of these organizational units responsible for a particular service activity can be

- A lead role
- An involved role
- An approval role

Finally, the model enables the corporate entity to map organizational units to resources to define *authority*. Authority means that an organizational unit has control over resources related to specific services.

How does the model incorporate performance?

In order to complete its service profiles, the corporate entity must develop performance metrics for each of its services. A performance metric is the name of a calculation that measures an attribute of performance.

Two of the performance metrics used in the model are defined below.

A service *effectiveness metric* measures the extent to which a service provides value to its client set. Defining this metric enables the corporate entity to establish an effectiveness baseline for each existing service. Tracking the result of this metric over time will indicate whether or not service effectiveness is improving.

A service *efficiency metric* measures the cost effectiveness of a service. Defining this metric consists of dividing the total service cost by the number of service delivery units associated with that cost for a specific period of time. The result is expressed as the average cost per service delivery unit. Tracking this result over time will indicate whether or not service efficiency is improving.

A third metric measures client satisfaction and is referred to as the *quality metric*.

Performance metrics can be applied to the following components of the model:

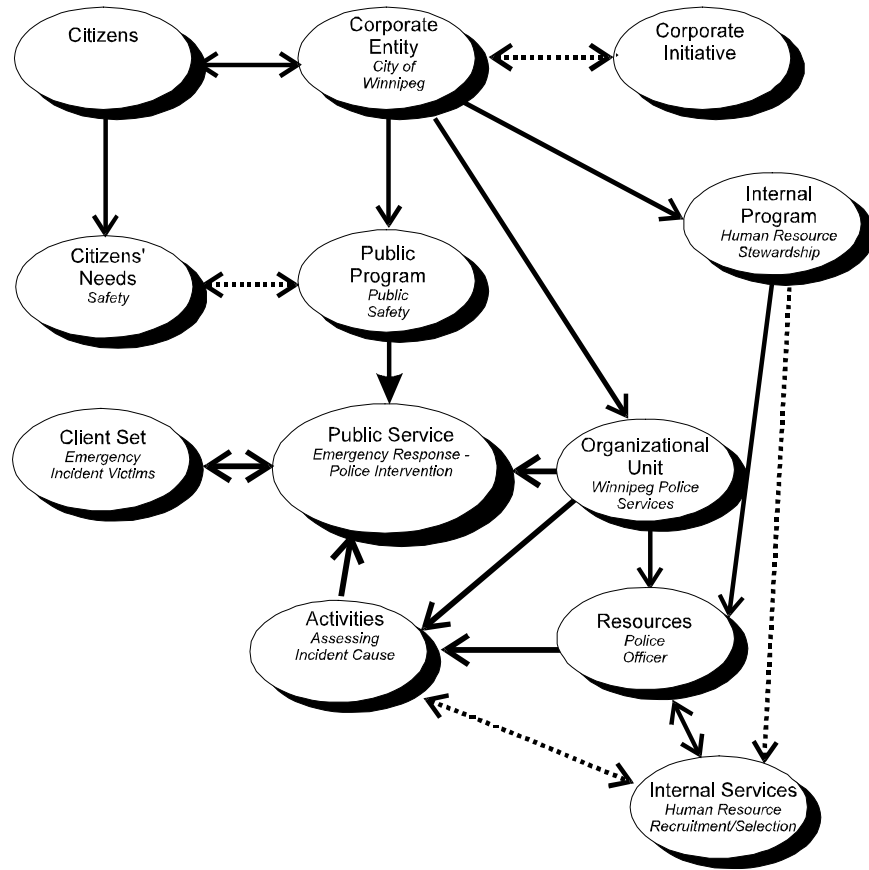
- Programs
- Services
- Activities

The result of a performance metric calculation is a performance measure. This can be tracked by the accountable, or responsible, organizational unit. Monitoring performance measures enables the corporate entity to

- Become more accountable to the public.
- Improve efficiency and effectiveness.

How does the model look for the City?

The Project Team has modified the original MRM model to reflect the City of Winnipeg’s uniqueness. The following diagram illustrates the revised service delivery model. It also reflects how the service example, Emergency Response – Police Intervention, used in the previous discussions fits the model.



The project process

The project process

What was our approach?

In developing an approach for the *Focus on Winnipeg Services* project, the Project Team considered several alternatives:

- Develop an inventory of the City's services using existing documentation.
- Compile a list of generic services using other cities' data.
- Retain a consultant to do all the work for us.
- Enlist the help of managers from across the organization.

In order to achieve buy-in and obtain more representative information, we chose the fourth option and retained the assistance of a consultant from Chartwell, Inc. This approach of combining consultant assistance with management involvement allowed us to develop our own 'in-house' expertise regarding the service delivery model.

What did we do?

Originally, the *Focus on Winnipeg Services* project was going to build a service delivery model for the City, starting with those departments that had shown an interest in the project. However, the Transition Team overseeing the organizational restructuring process that began in late 1997 indicated that information from the project would assist them with their work. They requested that the Project Team initially focus on those departments that were being reorganized.

The first phase of the project involved the Ambulance, Civic Buildings, Community Services, Fire, Land and Development, Libraries, Parks and Recreation, and Streets and Transportation departments. The second phase included all other departments.

Appendix A contains the original project description for the *Focus on Winnipeg Services* project.

A listing of key events for the project is outlined below.

MRM Audit training	November 18 – 19
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Phase 1 training	December 10
Phase 1 public services workshops	December 16 – 19
Phase 1 public services reconciliation workshop	January 6
Phase 2 training	January 28
Phase 2 public and internal services workshops	February 2 – 13
Phase 1 and Phase 2 public services reconciliation workshop	February 26
Internal services workshop	March 6
Internal Services Steering Committee meeting	April 7
Internal services working groups	April 8 -16
Internal Services Steering Committee meeting	April 17

What happened during Phase 1 and 2 workshops?

During Phase 1, the Project Team focused on identifying public services for those eight departments undergoing restructuring. On December 10, 1997, approximately 60 managers from these departments attended an all-day training session on the model. On January 28 and February 2, 1998, we held similar training sessions for approximately 80 managers from the Phase 2 departments.

Following the training sessions, we held individual workshops for each department. Workshop participants were asked to identify all of their department’s public services, as well as their internal services, time permitting. After the workshops, the Project Team helped departments refine their list of public services and develop their public service profiles.

Information from the first eight departments was shared with the Transition Team and the Departmental Steering Committees. The Project Team tried to provide as much preliminary information as possible to these committees so that they could incorporate the findings into the restructuring process.

What happened at the reconciliation workshops?

The Project Team held two reconciliation workshops for departments. These workshops provided an opportunity to

- Address issues that were raised during the departmental workshops.
- Review public services with participants from all departments.

At the reconciliation workshop for the first eight departments held on January 6, 1998, one of the issues that arose was the problem of *levelling* public services to arrive at a consistent level of detail across departments. Some departments had identified a large number of very detailed services, while others had rolled their services up.

Another issue was accountability for public services. The workshop exercise identified overlapping accountabilities amongst departments, for example, with respect to building inspections. At the same time, new areas of multiple accountability were identified such as special needs registration, development application permission and rooming house licensing.

We held a second reconciliation workshop on February 26, 1998, for over 60 people from all departments involved in the project. We used the workshop to resolve issues that arose with respect to five major service areas. As these service areas crossed departmental boundaries, we wanted to develop a consistent approach to representing them in the model. These service areas were

- Community development, facilitation, mobilization, and partnerships.
- Information provision, customer service, and media relations.
- Regulatory licensing, inspection, and enforcement.
- Emergency response, incident mitigation, and disaster response.
- Education, training, and consulting.

During the workshop, working groups reached consensus on the service area issues. This information enabled the Project Team to draft guidelines for revising the public service classifications in these five service areas. Appendix B provides details on the revised public service classifications.

Also, during the second workshop, participants

- Reviewed a proposed list of public programs.
- Determined a community need or program goal for each public program.
- Linked their public services to the proposed public programs.

Appendix C contains a list of the proposed public programs defined to date.

The Project Team used all the information collected to refine the service delivery model for the City. Each department was asked to review their list of public services and service descriptions. Some feedback was received, and we then finalized the list of services. Any changes to the original data were recorded in a public service change management template.

The result of this process is the list of 260 public services. Appendix D contains four reports for public services, including a description of the public services.

However, organizational restructuring was occurring throughout our process, and the information that was collected up to this point was based on the old organizational structure. Following the announcement of the new organizational structure in January, 1998, the Project Team mapped each public service to the new structure. Appendix D shows the list of public services mapped to both old and new departments.

How were internal services identified?

While the initial focus of the project was on public services, another major component of the model that needed to be addressed was internal services. As discussed in the MRM Model section of this report, the Project Team identified two main types of internal services; one that supports resource management, and the other that directly supports public services.

Internal services that directly support public services can only be identified when information about all the public services and their activities has been collected. As this exercise was beyond the scope of the project, the Project Team concentrated on internal services that support resource management.

A resource-based internal services workshop was held on March 6, 1998, which was attended by approximately 70 people. The intent of this workshop was to come to some understanding and consensus on these internal services. Initially, departments had identified 365 support services and activities. However, many of these were duplications. For the workshop, the consultant and the Project Team developed an approach to consolidate some of these into a smaller list of resource-based internal services.

We introduced this approach at the workshop. However, participants were unable to reach consensus on the usefulness or appropriateness of the approach.

Following the workshop, the Project Team struck an Internal Services Steering Committee to review internal services. The Committee was composed of support service representatives from across the organization. The committee met on April 7, 1998, to evaluate and refine the proposed approach to identifying resource-based internal services.

Small working groups were established to review sets of resources and their resource management activities, based on the 18 resource classifications identified in the service delivery model. These resource sets were:

- Human resources (human resources, animals)

- Information (application systems, information collection – electronic/manual, and information technology infrastructure)
- Finance (commodities, funds, grants, and subsidies)
- Physical assets (equipment, facilities, infrastructure, passive structures, vehicles, and land)
- Rules (internally and externally generated rules)

Each group reviewed the list of resource-based internal services from the March 6 workshop to determine if more appropriate service names could be used. Preliminary descriptions for the revised service names were also developed. Appendix E categorizes the internal services identified to date according to the four internal programs (financial stewardship, human resource stewardship, physical stewardship and information stewardship). The Project Team recorded changes that were made to the original list of 365 support services and activities in a resource-based internal service change management template.

**The project
experience**

The project experience

Is the MRM shifting the City's focus?

At the beginning of the project, the majority of participants were focused on organizational structures and specific activities. *"We don't have divisions in our department, we have branches - and why aren't we talking about what we do branch by branch?"* While organizational units were often used as a starting point for discussions, the model challenged people to look beyond structure. The project team observed a noticeable change in focus during the workshops to clients and services. *"Focusing on services helps us to break down the silos."*

In order to profile a service, participants had to name and describe such things as the service, its clients, its value to the clients, and what the clients receive. Many participants found it difficult to shift their thinking to the clients' perspective at first, despite being clients of the City's services themselves. *"How do we know what our clients value about our services?"* Most agreed afterwards that it had been a valuable exercise to examine and discuss our services from the clients' perspective. Many also agreed that it would be worthwhile to validate the information with the public at large. *"We enjoyed the workshop. It gave us a whole new perspective on what we do."*

Initially, some people were looking for ways to present themselves and their departments in the best possible light. Others wanted every detail of their work captured. *"What is the best strategy—to list as many services in as much detail as we can, or to combine them into fewer, but more significant services?"* *"How many services does that department have? Our department should have at least the same number as theirs."* This inward focus gradually shifted, and over time most participants concentrated on portraying the information in the most effective manner for the organization as a whole. *"Decision makers don't want to get bogged down in detail. This information has to be of value to them."*

The model's terminology has specific definitions. Some of these are different than what City staff are used to, for example, the meaning of the term 'program'. Many participants had difficulty

adopting the new terminology at first. *“Why can’t you just change the terminology to suit us?”* After further exposure to the model, participants began using the terminology. They also recognized the importance of speaking the same language in order to effectively discuss organizational matters both internally and externally. *“This common terminology should help us more appropriately compare ourselves to other cities, particularly those using the MRM.”* The Project Team recognizes, however, that there needs to be a balance between using the model’s terminology and using language that is simple and meaningful for our organization.

Is working with the model easy?

On the surface, it would appear that developing an inventory of the City’s services would be a time consuming, but relatively straightforward task. However, the City is an extremely complex and diverse organization, and just identifying our services was very challenging. *“This is really tough!”*

Some participants were hoping that referring to the MRM’s inventory of service information from other cities would be an easy way to identify our own City’s services. *“Why can’t you just give us the MRM’s existing inventory of services so we can copy what other cities have done?”* In the end, participants recognized that despite many similarities, each city is unique. While some information from other cities was examined, the most useful information came from participants’ own knowledge and experience.

A few participants were looking to the Project Team or the model to provide them with the one ‘right’ answer, but came to realize that there can be many answers and many different perspectives on the same issue. *“Our group has discussed this at length, and has concluded that ‘customer service’ is not a public service, but an activity in support of a public service, which can also manifest itself as an internal service.”*

Initially, some departments identified a large number of rather insignificant services. Others combined their services into smaller sets of more encompassing, important services. Both the Project Team and the participants struggled to find an appropriate level of detail to portray the information on an organization-wide basis.

“First we rolled our services up, then we unravelled them all.

Now we’re rolling them up again.” This exercise of trying to arrive at an appropriate balance became known as ‘service levelling’. Unfortunately, the MRM’s inventory of other cities’ services did not provide much guidance in this regard as its services were not ‘levelled’ either. It appears now that there is some agreement with the level that has been achieved, although further refinement may still be required in some areas. *“Our department initially identified over 60 services. After much discussion and debate, we rolled our services up into about 20.*

We feel pretty comfortable

with that level now.” Most departments also understand that they can continue to modify the information for their own purposes, if necessary.

Some people questioned whether the Project Team was aiming for a particular number of services. Others seemed to feel that they knew what the ‘right’ number of services should be. *“We have that many internal services? That’s too many.”* Most participants who struggled with ‘service levelling’ now recognize that there is no optimum number of services. The number of services can vary greatly, depending on how services are combined or broken down. This can, in turn, depend on what the information is needed for. Sheer numbers of services, or service names alone, are practically meaningless. What is more important for decision-making purposes is the more detailed information that the service profiles provide.

How did participants react?

Initially, the project seemed to be a huge task with unrealistic timeframes, particularly considering the other priorities and initiatives occurring at the same time. There was concern that it would be difficult to get departments to participate. *“With everything that’s going on right now, you people will never get this done by then.”* However, the level of participation and cooperation from departments (particularly second level managers) was surprisingly high. The Project Team is very appreciative of the time and effort that participants devoted to this project.

Because of the limited participation from Senior Management, however, there was some concern that decision-makers wouldn’t know how to use the model’s information appropriately. *“You really need to go through the pain and pleasure of working with the model to appreciate its complexity as well as its utility.”* The Project Team hopes that there will be both interest in and opportunities for Senior Management, as well as City Council, to learn more about the model in the near future.

Some people in areas of the organization that are designated to move to the Province initially questioned whether it would be worthwhile for them to participate. Most felt afterwards that the information about their services and the resources required to provide those services would be helpful in their ongoing discussions with the Province. *“This information should help us to ensure that nothing falls through the cracks.”*

At first, some other participants seemed hesitant about the value in discussing their services. *“What do we need to do this for? We know what we do.”* Once immersed in the workshops, however, most participants seemed enthused about the opportunity to discuss services collectively, both with their own departments, and more importantly, with participants from other departments. Many commented that the City needs to do this more often. *“In the 20 odd years I’ve been with the City, this is the first opportunity that I’ve had to discuss services with other departments in this manner.”*

Some participants felt that during the departmental workshops, either the time constraints, the model, or the consultant pressured them into using certain names for their services or describing their

services in certain ways. *“I feel like Alan has me in a headlock.”* However, subsequent to the workshops, the Project Team worked closely with departments (and amongst ourselves) to refine the services, and allowed departments various opportunities for feedback and improvement. We hope that in doing so, we achieved some level of agreement with the services across the organization. We also recommend that there be further opportunity for refinement and validation of these services.

The sharing of service information across departments at the reconciliation workshops was a valuable exercise in terms of creating awareness and generating discussions around things like multiple accountabilities for the same service, or duplication of services. *“You people do that too?” “I had no idea the City provided that service.”* Many saw this as a first step towards finding more efficient and effective ways of providing services.

Some participants who deliver internal services felt that the model places too much emphasis on public services, and minimizes the importance of the ‘behind the scenes’ work. Some even felt like they should try and come up with public services, whether they provide them or not. It also appeared, however, that some internal service deliverers had lost sight of the fact that public services are ultimately their reason for existence. Likewise, some public services deliverers seemed unappreciative of the fact that internal services provide critical support for the efficient and effective delivery of public services. *“You may deal with the public, but you don’t provide a service. Your area just exists to support ours.” “That’s their whole problem – they think they deliver public services and they don’t.”*

Some internal service deliverers also felt that they were not afforded the same level of participation as public service deliverers. *“Why haven’t you allowed us the same opportunity to identify and describe our services as you did for them?”* However, a number of internal services are decentralized and, therefore, duplicated across the organization. Departments had named and described the same internal services in a variety of ways, and in varying degrees of detail. In the interest of time, the Project Team

tried various methods to consolidate these services into a more manageable and understandable list. We recognize, however, that work needs to continue on the internal services component of the model, just as it does for all components of the model, if the model is to be used to its fullest extent.

Despite limited in-depth understanding of the model, it appeared that most participants could see the overall value in having an inventory of services. Many could also see how the model provides a framework to link resources and activities to services, and services to programs (as well as Plan Winnipeg). *“It all seems to fit.”*

Some people expressed a certain amount of cynicism as to whether the MRM is just ‘the latest trend’, and some doubt as to whether the information that it helped to generate would be used to the extent that it could. *“We have seen initiatives come and go in this organization before. What’s different about this one?”* Many others appreciate the significance of this project, and see the model continuing as an integral part of all other change initiatives in the foreseeable future.

There also appeared to be some fear surrounding what the information would be used for, and some speculation about whether there was a hidden agenda behind this project. *“Why should we give you this information? It will just be used against us.” “This is just a ploy to centralize those services.” “The only reason this project was done was to get costing information.”* Conversely, many agreed that in order to implement effective change, it is necessary for us to begin by examining our organization as it currently exists. *“Decisions are going to be made regardless. This information will enable people to make more informed decisions.”*

How can the City use the model?

Workshops for the eight departments that were being amalgamated were held first, with the idea that the information generated by these departments would be used in the restructuring process. However, due to the tight timeframes for the transition, the information was only used to a limited extent. *“Too bad this information wasn’t available six months ago.”* However, the model is a valuable tool that can assist the organization in answering some fundamental questions such as ‘what services are we providing?’, ‘what services should we be providing?’, and ‘how can we provide these services in the most efficient and effective way?’. Opportunity still exists to use the information in this regard. *“Public organizations that change without regard to their citizens, and their citizens’ needs, may as well be rearranging deck chairs on the Titanic.”*

The Project Team found that referring to, or having departments refer to, the model’s public service classifications and resource types was a useful way to flush out services and resources that weren’t initially identified in the departmental workshops. *“Did you know that the City actually owns a town?” “I never knew that the City has its own Police museum.”* By identifying and attaching resources to services, the model can help the City understand the cost of providing its services. More work needs to be done in this regard, however, if the information is to be used for initiatives such as service-based budgeting.

The City’s Water and Waste Department is using the model for Information Technology planning purposes, and is finding it to be a very valuable tool. *“We have tried all sorts of I.T. planning techniques, and this one is by far the best tool that we’ve used.”* Many people have recognized that a data base for the model’s information could be an important link that ties other key information systems in the organization together.

It appears that some participants need additional guidance in terms of how to apply the model’s information. *“This information is great, but what do we do with it now?”* However, many participants have recognized that the information collected in

completing the service profiles is an important foundation for other initiatives such as business planning, budget reform, alternative service delivery, performance measurement, information technology planning and organizational restructuring. *“Our department found this whole exercise very worthwhile, and the information that it generated has become fundamental to the business plan that we are currently developing.”*

In the workshops, departments that had a great degree of involvement in the activities related to a service usually claimed accountability for that service at first. However, many departments later recognized that although they were responsible for certain aspects of some services, they might not necessarily be accountable for the delivery of those services. They also realized that not being accountable for a service did not diminish the importance of their role in providing that service. *“Well, you people may deliver the service, but we get all the complaints about it.”* More work needs to be done in terms of mapping accountability and responsibility for services and service activities. However, this information can be valuable to the business planning process. When developing business plans, departments should consider other areas that are involved in the provision of their services, and what impact decisions might have on these areas.

While working with the model, the Project Team discovered that some aspects of the model were not well developed, and other aspects were not functional in their current form. We began to customize parts of the model to make them more usable. Some people had difficulty with this. *“You people are just changing the model to suit your own purposes.”* It is important to keep the overall concepts and components of the model intact, particularly if we want to be able to benchmark to other MRM subscribers. However, if the model is going to be used to the extent that it can in our organization, what is more important is that it is suitable for our own organizational needs.

Other cities that subscribe to MRM have not used the model to the extent that we have. Most have just used it for specific initiatives or in particular areas of their organizations. In many ways, the City is ‘breaking new ground’ when it comes to the work that we have done, or plan to do, using the model. *“It is possible that Winnipeg may become the standard of excellence to which other MRM subscribers refer.”*

Many participants seemed fearful that information, once

documented, would become ‘carved in stone’. *“We have to be very careful about how we describe things, because important decisions are going to be made with this information as soon as it’s released.”* Most appear to have now achieved some level of hope or understanding that the information, along with the model and the organization as a whole, will evolve and continue to do so. It is certainly the Project Team’s recommendation that the information and the model itself be continually refined and improved.

Recommendations

Recommendations

The *Focus on Winnipeg Services* project is a starting point for looking at the delivery and improvement of public services. Once the City has completely profiled all of its services and mapped accountability and responsibility, it will have a baseline of information for services as they presently exist. It is important for the City to establish a baseline to measure against in order to evaluate whether change is resulting in improvement.

A *service delivery model* provides a framework and common language for understanding how and why the City delivers services. A completed service delivery model will provide information to assist City Councillors and the City's Senior Management in their decision making processes. This information is fundamental to initiatives such as

- *Plan Winnipeg* amendments
- Corporate planning
- Departmental business planning
- Budget reform
- Organizational restructuring
- Performance measurement
- Alternative service delivery

What are our main recommendations?

Our main recommendations are that

- The City's Chief Administrative Officer (CAO) assume overall accountability for the service delivery model.
- A comprehensive plan be developed that outlines priorities, specific deliverables and time lines for completing the baseline model and integrating it with other initiatives.
- An ongoing communication strategy be developed to promote the benefits and share the results of using the model.
- Further training on the model's concepts and applications be provided to all levels of the organization as required.

What are some of the critical success factors?

In order to successfully implement the service delivery model, the CAO must ensure that

- Managers review and validate their Department's list of services.
- Resources are dedicated to continue the *Focus on Winnipeg Services* effort.
- A system to consistently manage and update the model's information and track changes on an ongoing basis is established.
- The model's information system is integrated or linked with City's major information technology systems such as the budget preparation system.
- Discussions with Chartwell, Inc. occur around current and future software support needs.

The following sections provide more specific recommendations that highlight why it is important to complete the model and what the information in the model can be used for.

What parts of the baseline model need to be completed?

The main components of the model that need to be completed are

- Public programs
- Public services
- Public service activities
- Internal programs
- Internal services
- Internal service activities

We discuss these components in more detail in the sections that follow.

Public programs

We recommend that City Council and the City’s Senior Management engage in a process to identify the City’s public programs. City Council should take the lead in ensuring that

- Community needs and aspirations are reflected in these public programs.
- Goals are established for each of these public programs.
- These programs are named and described in a meaningful way.
- The public services and resources that are necessary to achieve the program goals are determined.
- The results of this process are ultimately validated by the community.

Appendix C reflects a ‘first cut’ at proposed public programs produced during workshops and later by the Project Team. The information in Appendix C can be used as a starting point for discussions around public programs.

The process of identifying the City’s public programs should be an integral part of the corporate planning and *Plan Winnipeg* initiatives. The results of this process should be used in departmental business planning.

One of the reports in Appendix D also lists public services based on the Project Team’s view of the *primary* public programs they support. In many cases, public services support more than one program.

Public services

We recommend that the CAO Secretariat ensure that

- The public services identified to date are validated.
- Accountability for each public service is assigned to an organizational unit, for example, a department or a division.
- Departments complete a public service profile for each of their services.

Appendix D provides four reports on the 260 public services identified to date.

Public service profiles

We believe that specific information about public services will provide input to current and future initiatives. The City can collect this information by profiling public services.

Profiling a public service means identifying such things as

- Client set
- Service value
- Service delivery unit
- Resources
- Performance metrics

We describe these in more detail in the sections that follow.

Client set

Typically, the client set is not ‘the general public’, but a defined segment of the population that could use a particular service. Identifying the potential number of clients, as well as the number of clients the City *actually* reaches over a specific period of time, will help determine the degree of future investment the City wants to make in a service.

Individual citizens will inevitably be members of a number of client sets. The City currently stores client information in various systems that support particular services. The model can support the development of a comprehensive client database for all services.

This database will eliminate inconsistencies and enable the City to identify precisely *who* uses *what* services. This information can help the City develop innovative ways to improve and market its

services as well as communicate with its clients.

Service value

A service value is a value statement for a service *from the perspective of the client set*. Analyzing the value statements for all services will allow the City to assess the *relative* importance of each public service and relate its service value to a program goal. Understanding who the clients are and what value they place on City services is important when making decisions about core versus non-core services. Service values are also used in performance measurement, and in particular, the service effectiveness metric.

Service delivery unit

A service delivery unit is what the client receives. For example, for the Handi-Transit service, the service delivery unit is a Handi-Transit trip. Service delivery units can be counted for a specific period of time, for example, annually. These counts are used in performance measurement, and in particular, the service efficiency metric.

Resources

Resources are assets that the organization acquires and uses to deliver services. Identifying the resources required to deliver services and determining their costs is important for a budget reform initiatives aimed at service-based budgeting. Understanding the costs of delivering services is also important for evaluating alternative service delivery options.

Performance metrics

Performance metrics are calculations that measure things like effectiveness, efficiency and quality. The model enables performance metrics to be defined for programs, services and activities.

The results of the calculations are performance measures that need to be collected. Performance measures can be collected for programs, services and activities. The collection and monitoring of performance measures is critical to any performance measurement initiative. Performance measures can be used to monitor and improve the City's performance.

Public service activities

Once accountability for each public service has been assigned, we recommend that organizational units

- Identify the activities involved in the delivery of the public services that they are accountable for.
- Identify their lead or involved roles in the performance of activities related to services for which they may be responsible, but not accountable.

The model provides generic activities for each public service classification which can be used as a reference when identifying activities.

The set of activities produced for each public service will

- Describe the existing service delivery process.
- Enable cost and resource allocation by activity where required.
- Identify other organizational units involved in the delivery of each service.

The City can use this information for budget reform, organizational restructuring, business planning and alternative service delivery initiatives.

Internal programs

We recommend that the City’s Senior Management engage in a process to identify the City’s internal programs. The CAO Secretariat should take the lead in ensuring that

- Organizational needs and aspirations are reflected in these internal programs.
- Goals are established for each of these internal programs.
- These programs are named and described in a meaningful way.
- The internal services and resources that are necessary to achieve the program goals are determined.
- The results of this process are ultimately validated by City Council.

While public programs reflect community needs, internal programs reflect organizational needs. The Project Team sees the *stewarding* of resources as a key organizational need in sustaining public service delivery. As a result, we propose four internal programs that reflect a commitment to sound resource management:

- Financial stewardship
- Human resource stewardship
- Information stewardship
- Physical asset stewardship

These proposed internal programs can be used as a starting point for discussions around internal programs.

The process of identifying the City’s internal programs should be an integral part of the corporate planning initiative. The results of this process should be used in departmental business planning.

Internal services

We recommend that the CAO Secretariat ensure that

- The resource-based internal services identified to date are validated.
- The activity-based internal services are identified and then validated.
- Departments identify which internal services they perform.
- Accountability for each internal service is assigned to an organizational unit.
- A profile for each internal service is completed.
- Internal services are linked to the public services they support.

Appendix E lists resource-based internal services based on the Project Team's view of the primary internal programs they support.

Internal services are services performed by an organizational unit on behalf of other organizational units. Internal services typically support either the management of resources or the direct delivery of public services. We refer to these services as either *resource-based internal services* or *activity-based internal services*. Both types play an integral role in public service delivery.

We believe that specific information about internal services will provide input to current and future initiatives. The City can collect this information by profiling internal services.

Similar to profiling a public service, profiling an internal service means identifying such things as

- Client set (the organizational units the service supports)
- Service value
- Service delivery unit
- Resources
- Performance metrics

Understanding the inter-relationships between public services and internal services is important for

- Analyzing all aspects of public service delivery.
- Determining the true cost of delivering public services.

Internal service activities

Once accountability for each internal service has been assigned, we recommend that organization units

- Identify the activities involved in the delivery of internal services that they are accountable for.
- Identify their lead or involved roles in the performance of activities related to services for which they may be responsible, but not accountable.

The model provides generic activities for each resource classification which can be used as a reference when identifying activities for resource-based internal services.

The set of activities produced for each internal service will

- Describe the existing service delivery process.
- Enable cost and resource allocation by activity where required.
- Identify other organizational units involved in the delivery of each service.

The City can use this information for budget reform, organizational restructuring, business planning and alternative service delivery initiatives.

Summary

Summary

The *Focus on Winnipeg Services* project is a starting point for improving the delivery of public services. The service delivery model enables information about City services to be captured in a consistent manner and analyzed in a variety of ways. This information should serve as a basis for monitoring programs and services and for planning corporate and departmental initiatives.

Our recommendations highlight the steps necessary to complete the service delivery model. The order in which the model's components are completed will depend on the priority of the initiatives currently underway.

For some time now, the City has been considering ways to increase service efficiency and effectiveness, measure performance, evaluate alternative service delivery options, improve the budget process and structure itself in an effective manner. We believe that a completed service delivery model will provide the opportunity to make it happen.

Glossary

Glossary

Accountability	An organizational unit that has the means and authority to alter the manner in which a specific service is delivered has accountability for that service.
Accountable organizational unit	The lowest level of organizational unit, such as a department or division, that is accountable for the delivery of a service.
Activity	An action carried out by an employee, or an authorized agent of the organization, to deliver services, programs, and corporate initiatives, or manage resources. Activities follow a specific life cycle: plan, acquire, use, dispose and monitor.
Activity-based costing	A process to estimate the cost of all resources attributable to an activity.
Authority	An organizational unit that controls access to specific resources related to specific services has authority over those resources.
Business planning	A process that an organization or a department undertakes to describe objectives, identify activities, allocate resources and measure progress. The result is a corporate or departmental business plan.
Client set	A defined segment of the population to which a service is targeted. Members of the client set are the benefactors or recipients of the service. The client set is finite, that is, members can be counted.
Community needs	The community's unique collective needs, which a municipal organization attempts to meet through the creation of public programs and services.

Corporate entity	The umbrella component of the service delivery model that represents the municipal organization and that embraces all programs. It sets out the strategic activities that are typically conducted for the entire organization.
Corporate initiative	A component of the service delivery model that defines an internal project or change initiative. A corporate initiative shapes or changes the way the organization operates. It is usually temporary, with an identifiable beginning and end.
Internal program	A component of the service delivery model that manages the internal services aimed at meeting corporate needs.
Internal service	A component of the service delivery model that is offered internally to one or more organizational units in support of resource management or the direct delivery of public services.
Organizational unit	A component of the service delivery model that relates to an individual unit of the organizational structure, such as a department, division or branch.
Performance measure	The actual measurement or value for the performance metric. The measurement is not captured in the model. It is calculated, collected and monitored by the organizational unit accountable for the service or responsible for the activity being measured.
Performance metric	The name of a calculation that measures the efficiency, effectiveness or quality of a program, service or activity. A service efficiency metric measures the cost effectiveness of a service, usually in terms of <i>average cost per service delivery unit</i> . A service effectiveness metric measures the extent to which the organization provides value to the client set. A service quality metric measures the quality of the service,

usually in terms of the degree of client satisfaction.

Public programs A component of the service delivery model intended to manage the services delivered to defined segments of the public, or the public collectively, to meet a particular community need.

Public service A component of the service delivery model that is provided to individual members of the public, or the public collectively. A public service has a defined client set, and has service targets expressed in terms of efficiency, effectiveness and quality. It is delivered in defined units of service (service delivery units) and provides direct value to recipients.

Public service classification A grouping of services with similar qualities. A public service classification has a unique set of public service activities that outlines the tasks required to perform a service within that classification.

Resource A component of the service delivery model that relates to an asset, owned or managed by the organization, which is used to deliver a public service. There are various types of resources and these types are referred to as resource classifications.

Resource classification A grouping of resources. A resource classification has a unique set of activities that outlines the tasks required to manage that resource.

Responsibility An organizational unit that has a role in performing a particular service activity has responsibility for an aspect of the service. The role can be defined as either a lead role (primary involvement), an involved role (secondary involvement) or an approval role (decision-making).

Service-based A process to estimate the cost of all

budgeting	resources attributable to a service.
Service delivery unit	A unit of service received by a client.
Service levelling	A process of trying to arrive at an appropriate level of detail to portray service information on an organization-wide basis.
Service value	The clients' perceived value of a public or internal service. This value should relate to the goal of the program that the service supports.
Stewardship	The management of property, finances, information or people on behalf of the organization.

Appendices

Appendix A

Project description



A FOCUS ON WINNIPEG SERVICES PROJECT DESCRIPTION

Introduction

Municipalities use a variety of strategies to deal with the challenges of fiscal restraint and increased service demands. Strategies such as restructuring, performance management, alternative service delivery and technology investment all contribute to improvements in local government – improvements in the price, quality and accessibility of public services. However, it can be difficult to manage and coordinate these complex initiatives.

On March 20, 1997, Council authorized an independent review of the legislative and senior management structures of the City of Winnipeg. The report, prepared by Cuff and Associates, made several recommendations including that the City of Winnipeg “*take a broader look at all of the structure and resources and thus consider what is deemed to be core City services.*”

The Audit Department hopes to assist in this second phase by profiling all services offered by the City of Winnipeg using innovative business modeling software called the Management Reference Model for Government Services (MRM/GS).

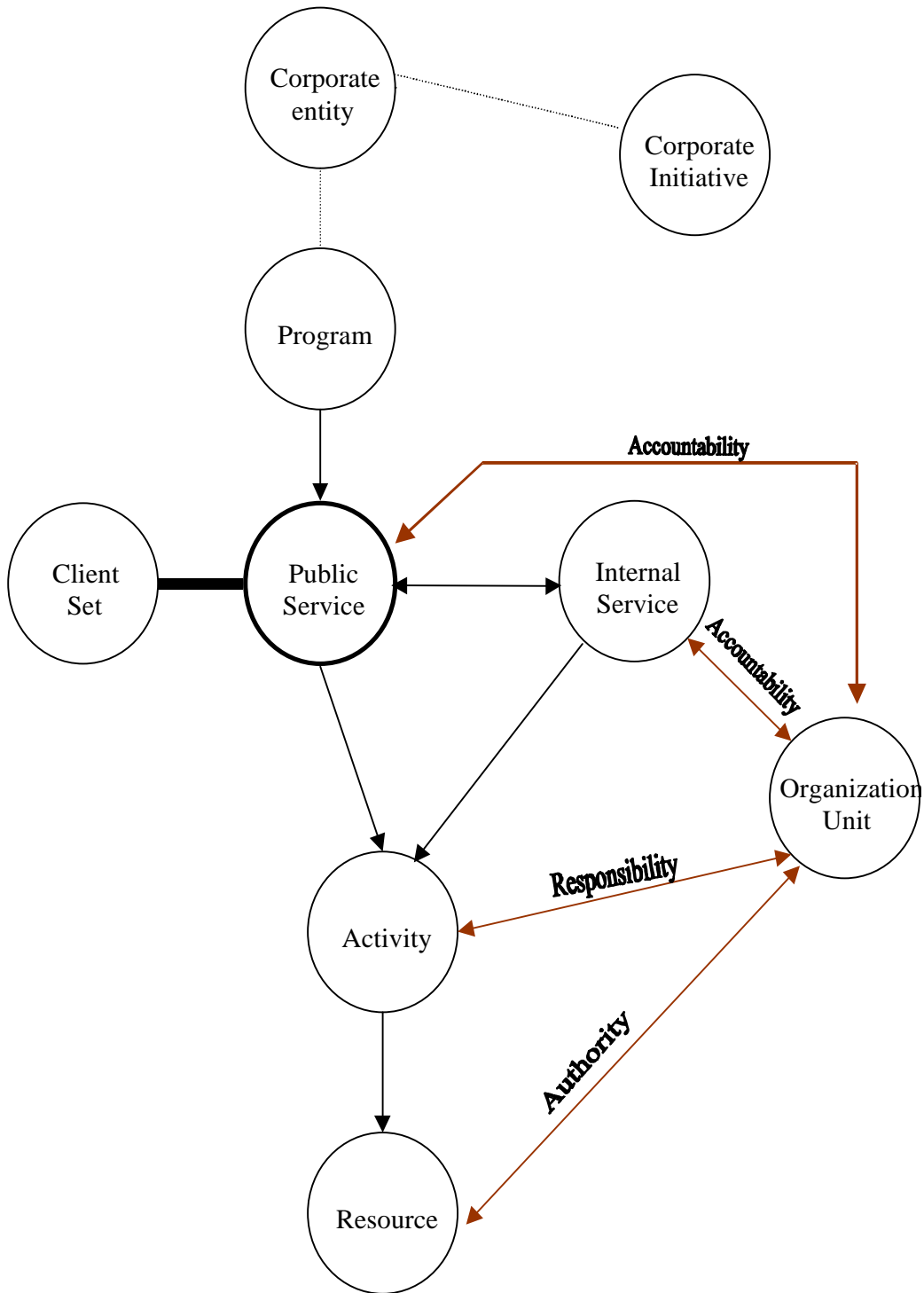
What is the Management Reference Model for Government Services?

The MRM/GS is a business model that allows municipalities to “map” organizational roles, responsibilities, authorities and accountabilities. There are three steps in customizing the MRM model:

- 1) services offered to the public are identified and the clients of those services determined;
- 2) activities, resources and internal units to support those services are examined; and
- 3) services are then linked to programs offered by the City and ultimately tied to priorities identified in Plan Winnipeg: Towards 2010.

The following diagram shows the relationships underlying this methodology.

Management Reference Model Overview



Project Goals

This project will identify the City of Winnipeg's programs, services, resources and activities. Information from this project should help to:

- Support organizational restructuring and define core versus non-core services;
- Set service baselines and targets for performance measurement;
- Create a framework for future program-based budgeting and/or activity-based costing;
- Clarify accountability and responsibility relationships;
- Define service offerings to the public; and,
- Identify linkages between public services and Plan Winnipeg: Towards 2010.

Approach

A **Steering Committee** will have overall responsibility for the project. Its membership will include representation from Council, Audit and Administration. Members to include:

- City Auditor (sponsor of the project)
- Chair of the Standing Committee on Fiscal Issues
- Acting Chief Administrative Officer
- Manager of Information Systems Development
- 2 or more Department Heads

The Project Team will include all staff of the Audit Department and will draw upon other individuals on an as-needed basis from across the organization including Finance, Strategic Planning and Communications. We will, however, require the full-time secondment of the Information Resource Coordinator of Corporate Services for the duration of this project.

The Project Team will carry out several activities including:

- using the MRM/GS to provide a template of programs and services for the City;
- conducting workshops with each department to familiarize them on the concepts of the MRM/GS and to develop profiles of their services;
- confirming a consolidated list of programs and services for the City of Winnipeg;
- identifying which unit within a department has a role in carrying out an activity (role responsibility mapping);
- developing performance metrics for services (a measure of the quality, efficiency and

- effectiveness of a service); and,
- analyzing the findings and relating them to Plan Winnipeg: Towards 2010.

When will the project be delivered?

The overall timing of events is estimated in the schedule below. Our ability to meet these tight deadlines will depend upon the availability of management and staff throughout the process.

Approval	November 21
Committee Structuring	by December 5
Develop Draft Model	by December 12
Run Department Workshops	by January 30
Confirm and Consolidate Department Services	by February 13
Complete Role Responsibility Mapping	by March 6
Conduct Performance Metric Design	by March 13
Analyse and Present Findings	by March 31

Appendix B
Public service
classification revisions

Public service classification revisions

After discussions at the March 6, 1998 workshop, guidelines for five service areas were developed to improve the classifications. These guidelines are as follows:

Community/Neighbourhood Involvement

Public services described on the initial list as community neighbourhood involvement, will be categorized as one of the following:

- Public program activities
- Corporate entity activities
- Corporate change initiatives

In general, the City initiates these activities with the intention of enabling a community to determine its own future and to alter the way the City delivers its services.

The common theme in activities identified in this service area focuses on initiatives to increase capacity for self-sufficiency, particularly in high social need areas. Initiatives seem to be directed at social outcomes with the intent of creating a sense of community ownership.

Information Provision / Customer Service / Media Relations

Media relations will exist in the service delivery model as public service activities or public service-generated internal services. The term public relations will not be used.

Customer service will exist in the model as a public service activity or a public service-generated internal service, while information provision will exist as a public service. The Project Team has categorized four types of information provision:

- **Classification: Commodity Sale/Lease/Provide**
Information that is customized and distributed or sold to a broad population group, for example, maps.
- **Classification: Entitlement**
Information that is requested under the Freedom of Information Act
- **Classification: Encounter – Consulting/Counseling**
Information beyond City of Winnipeg information., for example, library research.
- **Classification: Encounter – Consulting/Counseling**
Information collected one time for a specific person or project, for example, criminal record.

By-laws / Licensing / Inspection / Regulatory Enforcement

By-laws will be categorized as resources (internally-generated rules). At a later date these by-laws could be identified with specific services.

Licenses and permits are public services that result in the City of Winnipeg granting permission. As a result of this permission, the client receives entitlement.

Inspections and regulatory enforcements are activities within a public service that is regulated by an internally or externally generated rule.

Emergency Response/ Disaster Response / Mitigation

Emergency Response is a public service. The attributes of this service are as follows:

- There is an immediate requirement
- It is a life-saving or property loss situation
- It is a 24 hour service.

There are three specific types:

- Emergency Response – Police Intervention (Police)
- Emergency Response – Fire & Rescue (Fire)
- Emergency Response – Medical (Ambulance/First Responder)

Disaster response is a separate public service. For this service, extreme measures are required and resources have to be augmented from other sources.

Mitigation is an activity within both the Emergency and Disaster Response categories

Emergency repairs, primarily performed by Streets, Water and Hydro, are not a public service. They are either a public service activity or a public service-generated internal service. These situations generally consist of major unscheduled maintenance.

Education / Training / Consulting

Education, training and consulting are defined as follows:

Education - Any general literature or information for public dissemination where the goal is to impart knowledge.

Training - For individuals or groups, there is a specific program and skill level to achieve. It may involve testing or immediate measurement.

Consulting - It is client-driven usually in response to a request for information or provision of expertise.

The classifications for the three service areas are as follows:

Encounter – Campaign/Promotion - An initiative that addresses a large segment of the population and uses a marketing or promotional tool to achieve a goal or objective such as a change in attitudes or actions.

Encounter – Consulting/Counseling - The provision of information, expertise or advice (in one or more small group settings) in response to specific requests or needs.

Encounter – Training/Instruction - A training program has a decision, leaves clients with a skill set, may involve a specific curriculum, is a scheduled session or a series of sessions, and is structured.

Classification revisions

The guidelines for the five service areas were used to modify the classification names. The original MRM classification names and the new names are shown in the table below. Changes have been highlighted in **BOLD**.

Original MRM Classification	New Classification
Entitlement – Registration	Entitlement
Entitlement – Permission & Inspection	Entitlement

Protection/Mitigation Enforcement Investigation/Ruling Placement – Employment Placement – Housing Accommodation Placement – Recreational Activity Unreserved Asset Access Reserved Facility Access Transit Trip Commodity – Production & Distribution Commodity – Collection & Disposal Commodity – Sale/Lease Tax Collection Encounter – Campaign Encounter – Care Encounter – Consultation Encounter – Grant/Subsidy Encounter – Training	Protection/Mitigation Not Used (it is an activity of other classifications) Investigation/Ruling Placement – Employment Placement – Housing Accommodation Placement – Recreational Activity Unreserved Asset Access Reserved Facility Access Transit Trip Commodity – Production & Distribution Commodity – Collection & Disposal Commodity – Sale/Lease/Provide Taxation Encounter – Campaign/Promotion Encounter – Care Encounter – Consulting/Counselling Encounter – Granting/Subsidizing/Loaning Encounter – Training/Instruction
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Each of the new classifications are defined as follows:

Entitlement	A type of public service that acknowledges the existence of a person or property invariably as a prelude to service entitlement or eligibility, or grants an entitlement to an individual or organization governing an activity to be carried out on a property. Such entitlement is often accompanied by an inspection and an enforcement to ensure that an activity complies with rules and regulations by responding to complaints about perceived violations, or by regularly scheduled examinations of property. For example, Permission – Building Construction.
Protection/mitigation	A type of public service that provides people with protection from violence, accidents, or disasters by providing either proactive or reactive protection. Typically, proactive protection is delivered through scheduled surveillance along pre-determined routes, while reactive protection is delivered through a response to a specific request for assistance. For example, Emergency Response – Police Intervention.
Investigation/ruling	A type of public service that offers impartial examination of violations, and may elect to rule on the investigation to settle differences of opinion. For example, Investigation – Fire.
Placement -employment	A type of public service that offers advice or assistance in placing people in employment opportunities. For example, Rehabilitative Work Placement.
Placement– housing accommodation	A type of public service that offers placement in housing units that may not be owned by the municipality or accommodation in housing units owned by the municipality. For example, Low-Income Housing Occupant Relocation.
Placement – recreational activity	A type of public service that registers and places people in recreational activities organized by the municipality. These recreational activities may be run by the municipality or by an external organization. For example, Leisure Activity Provision.
Unreserved asset access	A type of public service that refers to those services where the municipality offers access to assets, for example, parks or roads, without acknowledging specific individuals or booking time slots for use. For example, Access – Roadway.
Reserved facility access	A type of public service that refers to the booking of a specific facility by an individual or group for a reserved time slot. For example, Access – Outdoor Leisure Facilities.
Transit trip	A type of public service that refers to the transporting of individuals or goods either along pre-determined routes, or from one point to another.

	For example, Regular Transit.
Commodity – production & distribution	A type of public service that refers to a good (commodity) that the municipality may produce, for example, water, and distribute to households or businesses. For example, Potable Water Production And Distribution.
Commodity – collection & disposal	A type of public service that refers to a good (commodity) that the municipality may collect from a property or dispose of on behalf of the property owner. For example, Solid Waste Collection And Disposal.
Commodity – sale/lease/provide	A type of public service that refers to certain goods (commodities) that a municipality may retail, for example, recycling boxes, or loan, for example, special equipment, to an individual or organization. For example, Hot Water Tank Rentals.
Taxation	A type of public service that typically collects imputed fees for those public services that do not have a direct user fee. For example, Taxation – Amusement/Business/Gas & Electricity/Mobile Home/Realty.
Encounter – campaign/promotion	A type of public service that typically refers to marketing type services that promote the municipality nationally or internationally, promote the features of the urban/rural area, promote the services or service values provided by a municipality, or provide a source of revenue to the municipality on behalf of a marketing company. For example, Promotion – Water Conservation
Encounter – care	A type of public service that typically refers to the delivery of social, medical or mental health care to people or their pets. For example, Immunization – General Health.
Encounter – consulting/ counselling	A type of public service that typically refers to one-on-one dialogue with an individual member of the public to exchange information or provide advice. For example, Consulting – Energy Conservation.
Encounter – granting/subsidizing/ loaning	A type of public service that typically refers to the funding of a person or a project and that may be offered once or over a multiple payment plan. For example, Granting – Heritage Preservation.
Encounter – training/instruction	A type of public service that typically refers to educational and instructional services where the municipality may prepare a curriculum and course schedule and offer lessons to members of the public. For example, Instruction – Aquatics.

Appendix C

Public programs

Public programs

This appendix contains an alphabetic listing of all of the public programs identified to date. This is a proposed list that needs to be reviewed by Council and Senior Management.

- Economic Development
- Environmental Protection
- Governance
- Heritage Preservation
- Leisure
- Neighbourhood Vitalization
- Property Stewardship
- Public Education
- Public Health
- Public Safety
- Public Utility
- Social Well-Being
- Tourism
- Transportation

Appendix D
Public service reports

Public service reports

This appendix contains service descriptions for 260 public services defined to date.

The following is a description of the information contained in a public service profile. The profiles for the 260 public services are in various stages of completion.

Service name	A formal, unique name given to the service. It is defined for consistency and meaningfulness.
Alias name	An alternate service name, typically the common name used by the service deliverers, if different from the service name.
Accountable organizational unit	The lowest level organizational unit (typically department, division or branch), accountable for the delivery of the service. That is, the organizational unit that has the means and authority to alter the manner in which the service is delivered.
Classification	The formal public service sub-type, as defined by the MRM that automatically defines a set of generic activities for that service, which are unique for each classification.
Description	A formal definition of the service. It may include the different types of the service and the types of activities that make up the service.
Client Sets and count	A definition of the specific sets of clients to which the service is targeted. It also includes a count of this client set, if known, over a given time period that actually use this service. This count will be used to gauge service volumes for defining performance metrics.
Service value	The client's perceived value of the service. This value should relate to the program goal that this service supports. It is used to substantiate the service and to define effectiveness performance metrics.
Service delivery unit and count	The unit of service delivered to the client and a count of the number of units of service delivered over a given period of time. It is used to substantiate the service, to define efficiency performance metrics and to gauge service volumes.
Programs supported	Links the service to one or more public program. It is used to tie the service to the City's corporate plan and to ensure the service value supports a defined program goal.
Key resources	A list of the major resources used to provide this service. This allows the service to be linked with internal services and budgets.
Service performance metrics	The efficiency, effectiveness and quality performance metrics for this service.

The public service information that has been collected for all public services is

- Service Name
- Accountable organizational unit (department level)
- Classification
- Description
- Programs supported

The Project Team has prepared nine different types of reports for the 260 public services as listed below. Only Reports 3, 4, 7 and 9 are included in this appendix. Copies of the other reports will be available from the CAO Secretariat.

Report 1 Alphabetic listing of public services – old departments	Listing of all public services identified by all departments, sorted alphabetically by service name, showing public service name, old accountable department prior to the reorganization and public service classification for each service.
Report 2 Alphabetic listing of public services – new departments	Listing of all public services identified by all departments, sorted alphabetically by service name, showing public service name, new accountable department after the reorganization and public service classification for each service.
Report 3* Listing of public services by old department	Listing of all public services identified by all departments, grouped and sorted alphabetically by old accountable department, showing old accountable department, public service name, and public service classification for each service.
Report 4* Listing of public services by new department	Listing of all public services identified by all departments, grouped and sorted alphabetically by new accountable department, showing new accountable department, public service name, and public service classification for each service.
Report 5 Listing of public services by classification - old departments	Listing of all public services identified by all departments, grouped and sorted alphabetically by public service classification, showing public service classification, public service name and old accountable department, and public service classification for each service.
Report 6 Listing of public services by classification - new departments	Listing of all public services identified by all departments, grouped and sorted alphabetically by public service classification, showing public service classification, public service name and new accountable department, and public service classification for each service.
Report 7* Public service listing by program	Listing of all public services identified by all departments, grouped and sorted by the primary public program supported, showing public program name and public service name.
Report 8 Public program and public service linkage matrix	Spreadsheet showing primary and secondary programs supported for each public service, grouped and sorted by department, showing public service name, program matrix and old accountable department. The matrix shows, for each service, all of the programs that the service supports and indicates with a “P” or an “S” whether the service primarily or secondarily supports the specific program.
Report 9* Alphabetical listing of public service and descriptions	A detailed description of each service identified by all departments, sorted alphabetically by public service name, showing public service name, service description, classification and old accountable department.

* Reports attached

Service accountability was determined in the workshops by all departments. Where more than one department claimed accountability for a service, the service has been listed once for each department. "Old accountable department" includes those eight departments (Streets and Transportation, Parks and Recreation, Community Services, Land and Development Services, Libraries, Fire, Civic Buildings, and Ambulance). "New accountable department" includes the four departments after amalgamation (Public Works, Community Services, Property and Development Services, and Emergency Response).

Listing of All Public Services by Old Department

<i>Accountable Department</i>	<i>Public Service Name</i>	<i>Classification</i>
<i>Ambulance</i>	Emergency Response - Medical	Protection / Mitigation
	Exposition - Ambulance Services	Encounter - Campaign / Promotion
	Neo-Natal Medical Team Transport	Protection / Mitigation
	Non-Emergency Response - Patient Transport	Protection / Mitigation
	Promotion - Injury Awareness & Prevention	Encounter - Campaign / Promotion
	Public Event Support - Ambulance	Protection / Mitigation
	Registration - Special Needs	Entitlement
	Training - Medical Professional Ride-Along	Encounter - Training / Instruction
<i>Assessment</i>	Comparable Property & Occupancy Valuation Research	Encounter - Consulting / Counselling
	Tax Liability Research	Encounter - Consulting / Counselling
	Valuation Validation (Assessment Appeals)	Investigation / Ruling
<i>Board of Commissioners</i>	Disaster Response	Protection / Mitigation
<i>City Clerk's</i>	Access - "Access to Information Act"	Encounter - Consulting / Counselling
	Archival Research & Facilitation	Encounter - Consulting / Counselling
	City Hall Inquiry (Kiosk)	Encounter - Consulting / Counselling
	Document Authentication	Entitlement
	Elections	Encounter - Campaign / Promotion
	Manitoba Health Application Taking	Encounter - Consulting / Counselling
	Municipal Manual Sales	Commodity - Production & Distribution
	Municipal Publication Subscriptions Provision	Commodity - Sale / Lease / Provide
	Permission - Charitable Organization Campaigning	Entitlement
	Registration - Voter	Entitlement
	Touring - City Hall	Encounter - Campaign / Promotion
	Voting Machine Leasing	Commodity - Sale / Lease / Provide
	Winnipeg & Manitoba Souvenir Sales	Commodity - Sale / Lease / Provide
	<i>Civic Buildings</i>	Access - Parking Facilities
<i>Community Services</i>	"Meal Share"	Encounter - Care
	"Veg-To-Table"	Encounter - Care
	Abandoned Bicycle Collection & Disposal	Commodity - Collection & Disposal
	Access - Pathways & Walkways	Unreserved Asset Access
	Animal Adoption	Placement - Housing Accommodation
	Animal Control	Protection / Mitigation
	Animal Sheltering	Encounter - Care
	Business Improvement Trusteeship	Encounter - Granting / Subsidizing / Loaning
	Communicable Disease Assessment, Treatment, Prevention & Control	Encounter - Care
	Counselling - Family Violence/Abuse (Assessment & Referral)	Encounter - Consulting / Counselling
	Counselling - Food Access Assistance	Encounter - Consulting / Counselling
	Counselling - Health - Family & Individual (& Referral)	Encounter - Consulting / Counselling
	Counselling - Health - Maternal/Infant	Encounter - Consulting / Counselling
	Counselling - Health - Reproductive/Sexual	Encounter - Consulting / Counselling
	Counselling - Health - School Aged Children	Encounter - Consulting / Counselling
	Counselling - Health - Senior Citizens (Assessment & Referral)	Encounter - Consulting / Counselling
	Counselling - Health - Travellers	Encounter - Consulting / Counselling

<i>Accountable Department</i>	<i>Public Service Name</i>	<i>Classification</i>	
<i>Community Services</i>	Counselling - Homeless (Assessment & Referral)	Encounter - Consulting / Counselling	
	Counselling - Nutrition	Encounter - Consulting / Counselling	
	Counselling - Parenting	Encounter - Consulting / Counselling	
	Counselling - Prenatal	Encounter - Consulting / Counselling	
	Counselling - Prevention - Chronic Illness	Encounter - Consulting / Counselling	
	Counselling - Prevention - Substance Abuse	Encounter - Consulting / Counselling	
	Dental & Oral Health Treatment	Encounter - Care	
	Granting - Heritage Preservation	Encounter - Granting / Subsidizing / Loaning	
	Granting - Neighbourhood Improvement	Encounter - Granting / Subsidizing / Loaning	
	Heritage Building Designation	Entitlement	
	Immunization - General Health	Encounter - Care	
	Immunization - Travellers	Encounter - Care	
	Infant/Child Health Assessment & Treatment	Encounter - Care	
	Information Product Sales	Commodity - Sale / Lease / Provide	
	Instruction - Food Handling	Encounter - Training / Instruction	
	Instruction - Pool Operation	Encounter - Training / Instruction	
	Loaning - Residential Rehabilitation Assistance (RRAP)	Encounter - Granting / Subsidizing / Loaning	
	Permission - Amusement/Entertainment Licensing	Entitlement	
	Permission - Business Establishment/Premises Licensing	Entitlement	
	Permission - Dog Licensing	Entitlement	
	Permission - Home-Based Business Licensing	Entitlement	
	Permission - Occupational/Non-Contractors Licensing	Entitlement	
	Permission - Raffles/Lotteries Licensing	Entitlement	
	Permission - Vehicles, Equipment & Operator Licensing	Entitlement	
	Primary Medical Treatment & Referral	Encounter - Care	
	Promotion - Animal Ownership & Care	Encounter - Campaign / Promotion	
	Promotion - Dental & Oral Health	Encounter - Campaign / Promotion	
	Promotion - Injury Awareness & Prevention	Encounter - Campaign / Promotion	
	Registration - Animals (lost & found)	Entitlement	
	Saving Mouths In Income Limited Environments (SMILE)	Encounter - Care	
	Touring - Heritage	Encounter - Campaign / Promotion	
	Training - "Nobody's Perfect" Facilitator	Encounter - Training / Instruction	
	Training - Health Professional	Encounter - Training / Instruction	
	<i>Corporate Finance</i>	Promotion - Risk Management Awareness	Encounter - Campaign / Promotion
		Taxation - Amusement / Business / Gas & Electricity / Mobile Home / Realty	Taxation
	<i>Corporate Services</i>	Repair - 2-Way Radio & Electronic Equipment	Commodity - Sale / Lease / Provide
<i>Fire</i>	Consulting - Fire Safety	Encounter - Consulting / Counselling	
	Emergency Response - Fire & Rescue	Protection / Mitigation	
	Fire Code Compliance Confirmation	Encounter - Consulting / Counselling	
	Investigation - Fire	Investigation / Ruling	
	Non-Emergency Response - Fire & Rescue	Protection / Mitigation	
	Non-Profit Agency Support	Encounter - Granting / Subsidizing / Loaning	
	Permission - Fire Safety	Entitlement	
	Promotion - Fire Safety	Encounter - Campaign / Promotion	
	Public Event Support - Fire	Protection / Mitigation	
	Registration - Special Needs	Entitlement	

<i>Accountable Department</i>	<i>Public Service Name</i>	<i>Classification</i>	
<i>Hydro</i>	"Call Before You Dig" (Call Clearance Information)	Encounter - Consulting / Counselling	
	Business Improvement Zone Banner Installations	Commodity - Sale / Lease / Provide	
	Consulting - Consumer Electrical	Encounter - Consulting / Counselling	
	Consulting - Energy Conservation	Encounter - Consulting / Counselling	
	Electrical Energy Production & Distribution	Commodity - Production & Distribution	
	Electrical Service Building Entrance Equipment Maintenance	Commodity - Sale / Lease / Provide	
	Granting - "Cut Home Energy Costs" (CHEC)	Encounter - Granting / Subsidizing / Loaning	
	Hot Water Tank Rentals	Commodity - Sale / Lease / Provide	
	Hydro Infrastructure Rental	Commodity - Sale / Lease / Provide	
	Loaning - Residential Rewiring	Encounter - Campaign / Promotion	
	Private Property Illumination	Commodity - Sale / Lease / Provide	
	Promotion - Electrical Safety	Encounter - Campaign / Promotion	
	Promotion - Energy Efficiency Awareness	Encounter - Campaign / Promotion	
	Promotion - Food Preparation & Home Economics	Encounter - Campaign / Promotion	
	Repair - Small Electric Appliance	Commodity - Sale / Lease / Provide	
	Roadway Illumination	Unreserved Asset Access	
	Testing - Electric & Magnetic Field	Encounter - Consulting / Counselling	
	Testing - High Voltage Rubber Insulators	Encounter - Consulting / Counselling	
	Testing - Hydro Meters	Encounter - Consulting / Counselling	
	Testing - Radio & Television Interference	Encounter - Consulting / Counselling	
	Touring - Hydro Facilities	Encounter - Campaign / Promotion	
	Worksite Hydro Line Safety Provision	Protection / Mitigation	
	<i>Land and Development</i>	Building Code Compliance Confirmation	Encounter - Consulting / Counselling
Business Park, Lot & Surplus Real Property Sales		Commodity - Sale / Lease / Provide	
City-Owned Real Property Leasing		Commodity - Sale / Lease / Provide	
Construction Statistics Production & Sales		Commodity - Production & Distribution	
Digital & Paper Map Production & Sale		Commodity - Production & Distribution	
Housing Renovation Property Tax Creditation		Encounter - Granting / Subsidizing / Loaning	
Permission - Building Construction		Entitlement	
Permission - Building Demolition		Entitlement	
Permission - Building Occupancy		Entitlement	
Permission - Contractors & Tradespersons Licensing		Entitlement	
Permission - Development Application		Entitlement	
Permission - Right of Way Encroachment		Entitlement	
Permission - Rooming House Licensing		Entitlement	
Permission - Survey (Legal) Monument Provision/Installation		Entitlement	
Registration - Real Property Identification		Entitlement	
<i>Libraries</i>		Access - Computer / Internet (Libraries)	Unreserved Asset Access
		Access - Library Lobby / Bulletin Board	Unreserved Asset Access
	Access - Library Materials	Unreserved Asset Access	
	Access - Photocopy & Fax Equipment	Unreserved Asset Access	
	Library Material Lending	Commodity - Sale / Lease / Provide	
	Library Public Facility & Equipment Booking	Reserved Facility Access	
	Promotion - Adult Library Programming	Encounter - Campaign / Promotion	
	Promotion - Children/Youth Library Programming	Encounter - Campaign / Promotion	
	Surplus Library Material Sales	Commodity - Sale / Lease / Provide	
	Training - Library Workstudy Practicum Provision	Encounter - Training / Instruction	

<i>Accountable Department</i>	<i>Public Service Name</i>	<i>Classification</i>	
<i>Ombudsman</i>	Access - "Access to Information Act" Appeals	Encounter - Consulting / Counselling	
	Investigation - Citizen Complaint	Investigation / Ruling	
<i>Parks and Recreation</i>	Access - Indoor Leisure Facilities	Reserved Facility Access	
	Access - Outdoor Leisure Facilities	Reserved Facility Access	
	Access - Park Space & Open Space	Unreserved Asset Access	
	Access - Pathways & Walkways	Unreserved Asset Access	
	Access - Urban Forest	Unreserved Asset Access	
	Burials	Encounter - Care	
	Counselling - Leisure Independence	Encounter - Consulting / Counselling	
	Exposition - Floriculture	Encounter - Campaign / Promotion	
	Exposition - Heritage Artifact	Encounter - Campaign / Promotion	
	Exposition - Zoo	Encounter - Campaign / Promotion	
	Granting - Agency/Organization	Encounter - Granting / Subsidizing / Loaning	
	Insect Control	Protection / Mitigation	
	Instruction - Active Living	Encounter - Training / Instruction	
	Instruction - Aquatics	Encounter - Training / Instruction	
	Instruction - Culture/Arts	Encounter - Training / Instruction	
	Leisure Activity Provision	Placement - Recreational Activity	
	Noxious Weed Control	Protection / Mitigation	
	Park Patrol	Protection / Mitigation	
	Permission - Park Amenity Safety Certification	Entitlement	
	Promotion - Environmental Awareness	Encounter - Campaign / Promotion	
	Promotion - Leisure Activity	Encounter - Campaign / Promotion	
	Public Event Support - Parks & Recreation	Encounter - Campaign / Promotion	
	Recreational Commodity Sales & Rental	Commodity - Sale / Lease / Provide	
	Touring - Heritage	Encounter - Campaign / Promotion	
	<i>Police</i>	Crime & Collision Investigations	Investigation / Ruling
		Crime Victim / Crime Witness Assistance	Encounter - Care
		Criminal Record Search	Encounter - Consulting / Counselling
Emergency Response - Police Intervention		Protection / Mitigation	
Exposition - Police Museum		Encounter - Campaign / Promotion	
Motor Vehicle Collision Report Taking		Encounter - Consulting / Counselling	
Neighbourhood Foot Patrol		Protection / Mitigation	
Non-Convicted Individual's Record Removal		Investigation / Ruling	
Non-Emergency Response - Police Intervention		Protection / Mitigation	
Police & Criminal Statistics Provision		Commodity - Production & Distribution	
Promotion - Crime Prevention		Encounter - Campaign / Promotion	
Public Event Support - Police		Protection / Mitigation	
Registration - Alarm		Entitlement	
Registration - Fire Arm		Entitlement	
River Patrol		Protection / Mitigation	
Traffic Enforcement		Protection / Mitigation	
Traffic Escorts		Protection / Mitigation	
Training - Law Enforcement		Encounter - Training / Instruction	
Vulnerable Person Support		Encounter - Care	
<i>Social Services</i>		Community Club Caretaking	Encounter - Granting / Subsidizing / Loaning
		Community Concern Response	Encounter - Care

<i>Accountable Department</i>	<i>Public Service Name</i>	<i>Classification</i>	
<i>Social Services</i>	Consulting - Vocational Training	Encounter - Consulting / Counselling	
	Counselling - Employment	Encounter - Consulting / Counselling	
	Counselling - Skills & Needs (Assessment & Referral)	Encounter - Consulting / Counselling	
	Counselling - Social Assistance Family & Individual (& Referral)	Encounter - Consulting / Counselling	
	Critical Incident Debriefing	Encounter - Care	
	Financial Assistance Provision	Encounter - Granting / Subsidizing / Loaning	
	Granting - Agency/Organization	Encounter - Granting / Subsidizing / Loaning	
	Low-Income Housing Occupant Relocation	Placement - Housing Accomodation	
	Rehabilitative Work Placement	Placement - Employment	
	Seniors' Home Services Support	Encounter - Care	
	Training - Employment	Encounter - Training / Instruction	
	Training - Work Experience	Encounter - Training / Instruction	
	Work Placement	Placement - Employment	
	<i>Streets and Transportation</i>	Access - Pathways & Walkways	Unreserved Asset Access
Access - Roadway		Unreserved Asset Access	
Access - Snow Disposal Site		Unreserved Asset Access	
Information Product Provision & Sales		Commodity - Sale / Lease / Provide	
Litter Container Waste Collection		Commodity - Collection & Disposal	
On-Street Parking		Unreserved Asset Access	
Permission - Access to Roads from Adjacent Lands		Entitlement	
Permission - Right of Way Contractor Licensing		Entitlement	
Permission - Right of Way Encroachment		Entitlement	
Permission - Right of Way Interruption		Entitlement	
Registration - Special Needs		Entitlement	
Roadway Dust Control		Protection / Mitigation	
Roadway Illumination		Unreserved Asset Access	
Roadway Litter Collection		Commodity - Collection & Disposal	
Roadway Salting & Sanding		Commodity - Production & Distribution	
Roadway Snow Clearing & Removal		Commodity - Collection & Disposal	
Sidewalk Snow Clearing & Removal		Commodity - Collection & Disposal	
Snow Drift Control		Protection / Mitigation	
Underground Infrastructure Coordination		Encounter - Consulting / Counselling	
<i>Transit</i>		"Dial-A-Route-Transit" (DART)	Transit Trip
	Bus Advertising	Commodity - Sale / Lease / Provide	
	Bus Shelter/Bus Bench Advertising	Encounter - Campaign / Promotion	
	Chartered Bus Transit	Transit Trip	
	Handi-Transit	Transit Trip	
	Non-Profit Agency Support	Encounter - Granting / Subsidizing / Loaning	
	Permission - Public Transportation Service Licensing	Entitlement	
	Promotion - Safe Bus Use	Encounter - Campaign / Promotion	
	Public Event Support - Transit	Encounter - Consulting / Counselling	
	Regular Transit	Transit Trip	
	Training - Class 2 / Airbrake	Encounter - Training / Instruction	
	Training - Work Experience	Encounter - Training / Instruction	
	Transit Equipment Research & Development	Encounter - Granting / Subsidizing / Loaning	
	Transit Rider Items Lost & Found	Commodity - Collection & Disposal	
	<i>Water and Waste</i>	Access - Landfill Site	Unreserved Asset Access

<i>Accountable Department</i>	<i>Public Service Name</i>	<i>Classification</i>
<i>Water and Waste</i>	Bio-Solids Application	Commodity - Production & Distribution
	Consulting - Basement & Overland/River Flooding	Encounter - Consulting / Counselling
	Consulting - Hydraulic Systems	Encounter - Consulting / Counselling
	Consulting - Waste & Pollution	Encounter - Consulting / Counselling
	Dead Animal Removal	Commodity - Collection & Disposal
	Granting - Waste Water Sewer Service Connection Repair	Encounter - Granting / Subsidizing / Loaning
	Ozone Depleting Substance (ODS) Appliance Collection & Disposal	Commodity - Collection & Disposal
	Permission - Bio-Medical Waste Hauling Vehicle Licensing	Entitlement
	Permission - Disposal at Landfill	Entitlement
	Permission - Industrial Waste Water Licensing	Entitlement
	Permission - Land Drainage / Sump Pump Discharge Licensing	Entitlement
	Permission - Potable Water Hauler Licensing & Monitoring	Entitlement
	Permission - Septic Tank/Field Permits & Licensing	Entitlement
	Permission - Septic Waste Hauler Licensing & Monitoring	Entitlement
	Permission - Water & Sewer Contractor Licensing	Entitlement
	Permission - Water Hydrant Use	Entitlement
	Permission - Water/Wastewater Material Standards Approval	Entitlement
	Potable Water Production & Distribution	Commodity - Production & Distribution
	Potable Water Sales - Standpipes	Commodity - Production & Distribution
	Private Water Pipe Thawing	Protection / Mitigation
	Promotion - Solid Waste Minimization	Encounter - Campaign / Promotion
	Promotion - Water Conservation	Encounter - Campaign / Promotion
	Recycling - Material Collection & Disposal	Commodity - Collection & Disposal
	Recycling - Material Processing & Sales	Commodity - Sale / Lease / Provide
	Residential Bulky Waste Collection & Disposal	Commodity - Collection & Disposal
	Solid Waste Collection & Disposal	Commodity - Collection & Disposal
	Touring - Water & Waste Facilities	Encounter - Campaign / Promotion
	Utility Infrastructure Locating	Encounter - Consulting / Counselling
	Waste Water Collection, Treatment & Disposal	Commodity - Collection & Disposal
	Water Conservation Device Sales	Commodity - Sale / Lease / Provide

Listing of All Public Services by New Department

<i>Accountable Department</i>	<i>Public Service Name</i>	<i>Classification</i>
<i>Assessment</i>	Comparable Property & Occupancy Valuation Research	Encounter - Consulting / Counselling
	Tax Liability Research	Encounter - Consulting / Counselling
	Valuation Validation (Assessment Appeals)	Investigation / Ruling
<i>Chief Administrative Officer</i>	Disaster Response	Protection / Mitigation
<i>City Clerk's</i>	Access - "Access to Information Act"	Encounter - Consulting / Counselling
	Archival Research & Facilitation	Encounter - Consulting / Counselling
	City Hall Inquiry (Kiosk)	Encounter - Consulting / Counselling
	Document Authentication	Entitlement
	Elections	Encounter - Campaign / Promotion
	Manitoba Health Application Taking	Encounter - Consulting / Counselling
	Municipal Manual Sales	Commodity - Production & Distribution
	Municipal Publication Subscriptions Provision	Commodity - Sale / Lease / Provide
	Permission - Charitable Organization Campaigning	Entitlement
	Registration - Voter	Entitlement
	Touring - City Hall	Encounter - Campaign / Promotion
	Voting Machine Leasing	Commodity - Sale / Lease / Provide
	Winnipeg & Manitoba Souvenir Sales	Commodity - Sale / Lease / Provide
	<i>Community Services</i>	"Meal Share"
"Veg-To-Table"		Encounter - Care
Abandoned Bicycle Collection & Disposal		Commodity - Collection & Disposal
Access - Computer / Internet (Libraries)		Unreserved Asset Access
Access - Library Lobby / Bulletin Board		Unreserved Asset Access
Access - Library Materials		Unreserved Asset Access
Access - Photocopy & Fax Equipment		Unreserved Asset Access
Animal Adoption		Placement - Housing Accommodation
Animal Control		Protection / Mitigation
Animal Sheltering		Encounter - Care
Burials		Encounter - Care
Communicable Disease Assessment, Treatment, Prevention & Control		Encounter - Care
Counselling - Family Violence/Abuse (Assessment & Referral)		Encounter - Consulting / Counselling
Counselling - Food Access Assistance		Encounter - Consulting / Counselling
Counselling - Health - Family & Individual (& Referral)		Encounter - Consulting / Counselling
Counselling - Health - Maternal/Infant		Encounter - Consulting / Counselling
Counselling - Health - Reproductive/Sexual		Encounter - Consulting / Counselling
Counselling - Health - School Aged Children		Encounter - Consulting / Counselling
Counselling - Health - Senior Citizens (Assessment & Referral)		Encounter - Consulting / Counselling
Counselling - Health - Travellers		Encounter - Consulting / Counselling
Counselling - Homeless (Assessment & Referral)		Encounter - Consulting / Counselling
Counselling - Leisure Independence		Encounter - Consulting / Counselling
Counselling - Nutrition		Encounter - Consulting / Counselling
Counselling - Parenting		Encounter - Consulting / Counselling
Counselling - Prenatal		Encounter - Consulting / Counselling
Counselling - Prevention - Chronic Illness		Encounter - Consulting / Counselling
Counselling - Prevention - Substance Abuse		Encounter - Consulting / Counselling
Dental & Oral Health Treatment		Encounter - Care

<i>Accountable Department</i>	<i>Public Service Name</i>	<i>Classification</i>	
<i>Community Services</i>	Exposition - Floriculture	Encounter - Campaign / Promotion	
	Exposition - Heritage Artifact	Encounter - Campaign / Promotion	
	Exposition - Zoo	Encounter - Campaign / Promotion	
	Granting - Agency/Organization	Encounter - Granting / Subsidizing / Loaning	
	Immunization - General Health	Encounter - Care	
	Immunization - Travellers	Encounter - Care	
	Infant/Child Health Assessment & Treatment	Encounter - Care	
	Insect Control	Protection / Mitigation	
	Instruction - Active Living	Encounter - Training / Instruction	
	Instruction - Aquatics	Encounter - Training / Instruction	
	Instruction - Culture/Arts	Encounter - Training / Instruction	
	Instruction - Food Handling	Encounter - Training / Instruction	
	Instruction - Pool Operation	Encounter - Training / Instruction	
	Leisure Activity Provision	Placement - Recreational Activity	
	Library Material Lending	Commodity - Sale / Lease / Provide	
	Library Public Facility & Equipment Booking	Reserved Facility Access	
	Permission - Amusement/Entertainment Licensing	Entitlement	
	Permission - Business Establishment/Premises Licensing	Entitlement	
	Permission - Dog Licensing	Entitlement	
	Permission - Home-Based Business Licensing	Entitlement	
	Permission - Occupational/Non-Contractors Licensing	Entitlement	
	Permission - Raffles/Lotteries Licensing	Entitlement	
	Permission - Vehicles, Equipment & Operator Licensing	Entitlement	
	Primary Medical Treatment & Referral	Encounter - Care	
	Promotion - Adult Library Programming	Encounter - Campaign / Promotion	
	Promotion - Animal Ownership & Care	Encounter - Campaign / Promotion	
	Promotion - Children/Youth Library Programming	Encounter - Campaign / Promotion	
	Promotion - Dental & Oral Health	Encounter - Campaign / Promotion	
	Promotion - Environmental Awareness	Encounter - Campaign / Promotion	
	Promotion - Injury Awareness & Prevention	Encounter - Campaign / Promotion	
	Promotion - Leisure Activity	Encounter - Campaign / Promotion	
	Registration - Animals (lost & found)	Entitlement	
	Saving Mouths In Income Limited Environments (SMILE)	Encounter - Care	
	Surplus Library Material Sales	Commodity - Sale / Lease / Provide	
	Touring - Heritage	Encounter - Campaign / Promotion	
	Training - "Nobody's Perfect" Facilitator	Encounter - Training / Instruction	
	Training - Health Professional	Encounter - Training / Instruction	
	Training - Library Workstudy Practicum Provision	Encounter - Training / Instruction	
	<i>Corporate Finance</i>	Promotion - Risk Management Awareness	Encounter - Campaign / Promotion
		Taxation - Amusement / Business / Gas & Electricity / Mobile Home / Realty	Taxation
	<i>Corporate Services</i>	Repair - 2-Way Radio & Electronic Equipment	Commodity - Sale / Lease / Provide
	<i>Emergency Response</i>	Consulting - Fire Safety	Encounter - Consulting / Counselling
		Emergency Response - Fire & Rescue	Protection / Mitigation
Emergency Response - Medical		Protection / Mitigation	
Exposition - Ambulance Services		Encounter - Campaign / Promotion	
Fire Code Compliance Confirmation		Encounter - Consulting / Counselling	
Investigation - Fire		Investigation / Ruling	
	Neo-Natal Medical Team Transport	Protection / Mitigation	

<i>Accountable Department</i>	<i>Public Service Name</i>	<i>Classification</i>
<i>Emergency Response</i>	Non-Emergency Response - Fire & Rescue	Protection / Mitigation
	Non-Emergency Response - Patient Transport	Protection / Mitigation
	Non-Profit Agency Support	Encounter - Granting / Subsidizing / Loaning
	Permission - Fire Safety	Entitlement
	Promotion - Fire Safety	Encounter - Campaign / Promotion
	Promotion - Injury Awareness & Prevention	Encounter - Campaign / Promotion
	Public Event Support - Ambulance	Protection / Mitigation
	Public Event Support - Fire	Protection / Mitigation
	Registration - Special Needs	Entitlement
	Registration - Special Needs	Entitlement
	Training - Medical Professional Ride-Along	Encounter - Training / Instruction
<i>Hydro</i>	"Call Before You Dig" (Call Clearance Information)	Encounter - Consulting / Counselling
	Business Improvement Zone Banner Installations	Commodity - Sale / Lease / Provide
	Consulting - Consumer Electrical	Encounter - Consulting / Counselling
	Consulting - Energy Conservation	Encounter - Consulting / Counselling
	Electrical Energy Production & Distribution	Commodity - Production & Distribution
	Electrical Service Building Entrance Equipment Maintenance	Commodity - Sale / Lease / Provide
	Granting - "Cut Home Energy Costs" (CHEC)	Encounter - Granting / Subsidizing / Loaning
	Hot Water Tank Rentals	Commodity - Sale / Lease / Provide
	Hydro Infrastructure Rental	Commodity - Sale / Lease / Provide
	Loaning - Residential Rewiring	Encounter - Campaign / Promotion
	Private Property Illumination	Commodity - Sale / Lease / Provide
	Promotion - Electrical Safety	Encounter - Campaign / Promotion
	Promotion - Energy Efficiency Awareness	Encounter - Campaign / Promotion
	Promotion - Food Preparation & Home Economics	Encounter - Campaign / Promotion
	Repair - Small Electric Appliance	Commodity - Sale / Lease / Provide
	Roadway Illumination	Unreserved Asset Access
	Testing - Electric & Magnetic Field	Encounter - Consulting / Counselling
	Testing - High Voltage Rubber Insulators	Encounter - Consulting / Counselling
	Testing - Hydro Meters	Encounter - Consulting / Counselling
	Testing - Radio & Television Interference	Encounter - Consulting / Counselling
	Touring - Hydro Facilities	Encounter - Campaign / Promotion
	Worksite Hydro Line Safety Provision	Protection / Mitigation
	<i>Ombudsman</i>	Access - "Access to Information Act" Appeals
Investigation - Citizen Complaint		Investigation / Ruling
<i>Police</i>	Crime & Collision Investigations	Investigation / Ruling
	Crime Victim / Crime Witness Assistance	Encounter - Care
	Criminal Record Search	Encounter - Consulting / Counselling
	Emergency Response - Police Intervention	Protection / Mitigation
	Exposition - Police Museum	Encounter - Campaign / Promotion
	Motor Vehicle Collision Report Taking	Encounter - Consulting / Counselling
	Neighbourhood Foot Patrol	Protection / Mitigation
	Non-Convicted Individual's Record Removal	Investigation / Ruling
	Non-Emergency Response - Police Intervention	Protection / Mitigation
	Police & Criminal Statistics Provision	Commodity - Production & Distribution
	Promotion - Crime Prevention	Encounter - Campaign / Promotion
	Public Event Support - Police	Protection / Mitigation
	Registration - Alarm	Entitlement

<i>Accountable Department</i>	<i>Public Service Name</i>	<i>Classification</i>	
<i>Police</i>	Registration - Fire Arm	Entitlement	
	River Patrol	Protection / Mitigation	
	Traffic Enforcement	Protection / Mitigation	
	Traffic Escorts	Protection / Mitigation	
	Training - Law Enforcement	Encounter - Training / Instruction	
	Vulnerable Person Support	Encounter - Care	
<i>Property and Development</i>	Access - Parking Facilities	Unreserved Asset Access	
	Access - Pathways & Walkways	Unreserved Asset Access	
	Building Code Compliance Confirmation	Encounter - Consulting / Counselling	
	Business Improvement Trusteeship	Encounter - Granting / Subsidizing / Loaning	
	Business Park, Lot & Surplus Real Property Sales	Commodity - Sale / Lease / Provide	
	City-Owned Real Property Leasing	Commodity - Sale / Lease / Provide	
	Construction Statistics Production & Sales	Commodity - Production & Distribution	
	Digital & Paper Map Production & Sale	Commodity - Production & Distribution	
	Granting - Heritage Preservation	Encounter - Granting / Subsidizing / Loaning	
	Granting - Neighbourhood Improvement	Encounter - Granting / Subsidizing / Loaning	
	Heritage Building Designation	Entitlement	
	Housing Renovation Property Tax Creditation	Encounter - Granting / Subsidizing / Loaning	
	Information Product Sales	Commodity - Sale / Lease / Provide	
	Loaning - Residential Rehabilitation Assistance (RRAP)	Encounter - Granting / Subsidizing / Loaning	
	Permission - Building Construction	Entitlement	
	Permission - Building Demolition	Entitlement	
	Permission - Building Occupancy	Entitlement	
	Permission - Contractors & Tradespersons Licensing	Entitlement	
	Permission - Development Application	Entitlement	
	Permission - Right of Way Encroachment	Entitlement	
	Permission - Rooming House Licensing	Entitlement	
	Permission - Survey (Legal) Monument Provision/Installation	Entitlement	
	Registration - Real Property Identification	Entitlement	
	Touring - Heritage	Encounter - Campaign / Promotion	
	<i>Public Works</i>	Access - Indoor Leisure Facilities	Reserved Facility Access
		Access - Outdoor Leisure Facilities	Reserved Facility Access
		Access - Park Space & Open Space	Unreserved Asset Access
Access - Pathways & Walkways		Unreserved Asset Access	
Access - Pathways & Walkways		Unreserved Asset Access	
Access - Roadway		Unreserved Asset Access	
Access - Snow Disposal Site		Unreserved Asset Access	
Access - Urban Forest		Unreserved Asset Access	
Information Product Provision & Sales		Commodity - Sale / Lease / Provide	
Litter Container Waste Collection		Commodity - Collection & Disposal	
Noxious Weed Control		Protection / Mitigation	
On-Street Parking		Unreserved Asset Access	
Park Patrol		Protection / Mitigation	
Permission - Access to Roads from Adjacent Lands		Entitlement	
Permission - Park Amenity Safety Certification		Entitlement	
Permission - Right of Way Contractor Licensing		Entitlement	
Permission - Right of Way Encroachment		Entitlement	
Permission - Right of Way Interruption		Entitlement	
Public Event Support - Parks & Recreation		Encounter - Campaign / Promotion	

<i>Accountable Department</i>	<i>Public Service Name</i>	<i>Classification</i>	
<i>Public Works</i>	Recreational Commodity Sales & Rental	Commodity - Sale / Lease / Provide	
	Registration - Special Needs	Entitlement	
	Roadway Dust Control	Protection / Mitigation	
	Roadway Illumination	Unreserved Asset Access	
	Roadway Litter Collection	Commodity - Collection & Disposal	
	Roadway Salting & Sanding	Commodity - Production & Distribution	
	Roadway Snow Clearing & Removal	Commodity - Collection & Disposal	
	Sidewalk Snow Clearing & Removal	Commodity - Collection & Disposal	
	Snow Drift Control	Protection / Mitigation	
	Underground Infrastructure Coordination	Encounter - Consulting / Counselling	
<i>Social Services</i>	Community Club Caretaking	Encounter - Granting / Subsidizing / Loaning	
	Community Concern Response	Encounter - Care	
	Consulting - Vocational Training	Encounter - Consulting / Counselling	
	Counselling - Employment	Encounter - Consulting / Counselling	
	Counselling - Skills & Needs (Assessment & Referral)	Encounter - Consulting / Counselling	
	Counselling - Social Assistance Family & Individual (& Referral)	Encounter - Consulting / Counselling	
	Critical Incident Debriefing	Encounter - Care	
	Financial Assistance Provision	Encounter - Granting / Subsidizing / Loaning	
	Granting - Agency/Organization	Encounter - Granting / Subsidizing / Loaning	
	Low-Income Housing Occupant Relocation	Placement - Housing Accomodation	
	Rehabilitative Work Placement	Placement - Employment	
	Seniors' Home Services Support	Encounter - Care	
	Training - Employment	Encounter - Training / Instruction	
	Training - Work Experience	Encounter - Training / Instruction	
	Work Placement	Placement - Employment	
	<i>Transit</i>	"Dial-A-Route-Transit" (DART)	Transit Trip
		Bus Advertising	Commodity - Sale / Lease / Provide
Bus Shelter/Bus Bench Advertising		Encounter - Campaign / Promotion	
Chartered Bus Transit		Transit Trip	
Handi-Transit		Transit Trip	
Non-Profit Agency Support		Encounter - Granting / Subsidizing / Loaning	
Permission - Public Transportation Service Licensing		Entitlement	
Promotion - Safe Bus Use		Encounter - Campaign / Promotion	
Public Event Support - Transit		Encounter - Consulting / Counselling	
Regular Transit		Transit Trip	
Training - Class 2 / Airbrake		Encounter - Training / Instruction	
Training - Work Experience		Encounter - Training / Instruction	
Transit Equipment Research & Development		Encounter - Granting / Subsidizing / Loaning	
Transit Rider Items Lost & Found		Commodity - Collection & Disposal	
<i>Water and Waste</i>		Access - Landfill Site	Unreserved Asset Access
		Bio-Solids Application	Commodity - Production & Distribution
		Consulting - Basement & Overland/River Flooding	Encounter - Consulting / Counselling
	Consulting - Hydraulic Systems	Encounter - Consulting / Counselling	
	Consulting - Waste & Pollution	Encounter - Consulting / Counselling	
	Dead Animal Removal	Commodity - Collection & Disposal	
	Granting - Waste Water Sewer Service Connection Repair	Encounter - Granting / Subsidizing / Loaning	
	Ozone Depleting Substance (ODS) Appliance Collection & Disposal	Commodity - Collection & Disposal	
	Permission - Bio-Medical Waste Hauling Vehicle Licensing	Entitlement	

<i>Accountable Department</i>	<i>Public Service Name</i>	<i>Classification</i>
<i>Water and Waste</i>	Permission - Disposal at Landfill	Entitlement
	Permission - Industrial Waste Water Licensing	Entitlement
	Permission - Land Drainage / Sump Pump Discharge Licensing	Entitlement
	Permission - Potable Water Hauler Licensing & Monitoring	Entitlement
	Permission - Septic Tank/Field Permits & Licensing	Entitlement
	Permission - Septic Waste Hauler Licensing & Monitoring	Entitlement
	Permission - Water & Sewer Contractor Licensing	Entitlement
	Permission - Water Hydrant Use	Entitlement
	Permission - Water/Wastewater Material Standards Approval	Entitlement
	Potable Water Production & Distribution	Commodity - Production & Distribution
	Potable Water Sales - Standpipes	Commodity - Production & Distribution
	Private Water Pipe Thawing	Protection / Mitigation
	Promotion - Solid Waste Minimization	Encounter - Campaign / Promotion
	Promotion - Water Conservation	Encounter - Campaign / Promotion
	Recycling - Material Collection & Disposal	Commodity - Collection & Disposal
	Recycling - Material Processing & Sales	Commodity - Sale / Lease / Provide
	Residential Bulky Waste Collection & Disposal	Commodity - Collection & Disposal
	Solid Waste Collection & Disposal	Commodity - Collection & Disposal
	Touring - Water & Waste Facilities	Encounter - Campaign / Promotion
	Utility Infrastructure Locating	Encounter - Consulting / Counselling
	Waste Water Collection, Treatment & Disposal	Commodity - Collection & Disposal
	Water Conservation Device Sales	Commodity - Sale / Lease / Provide

Public Service Listing by Program

Program Name

Public Service Name

Economic Development

Bus Advertising
Bus Shelter/Bus Bench Advertising
Business Improvement Trusteeship
Business Improvement Zone Banner Installations
Business Park, Lot & Surplus Real Property Sales
City-Owned Real Property Leasing
Construction Statistics Production & Sales
Digital & Paper Map Production & Sale
Permission - Development Application
Tax Liability Research
Transit Equipment Research & Development

Environmental Protection

Access - Landfill Site
Access - Snow Disposal Site
Access - Urban Forest
Bio-Solids Application
Consulting - Waste & Pollution
Litter Container Waste Collection
Ozone Depleting Substance (ODS) Appliance Collection & Disposal
Permission - Bio-Medical Waste Hauling Vehicle Licensing
Permission - Disposal at Landfill
Permission - Industrial Waste Water Licensing
Promotion - Energy Efficiency Awareness
Promotion - Environmental Awareness
Promotion - Solid Waste Minimization
Promotion - Water Conservation
Recycling - Material Collection & Disposal
Recycling - Material Processing & Sales
Residential Bulky Waste Collection & Disposal
Roadway Litter Collection
Waste Water Collection, Treatment & Disposal
Water Conservation Device Sales

Governance

Access - "Access to Information Act"
Access - "Access to Information Act" Appeals
City Hall Inquiry (Kiosk)
Elections
Investigation - Citizen Complaint
Municipal Manual Sales
Municipal Publication Subscriptions Provision
Registration - Voter
Taxation - Amusement / Business / Gas & Electricity / Mobile Home / Realty

Heritage Preservation

Archival Research & Facilitation
Exposition - Heritage Artifact
Exposition - Police Museum
Granting - Heritage Preservation
Heritage Building Designation

Leisure

Access - Computer / Internet (Libraries)

Program Name***Public Service Name***

Access - Indoor Leisure Facilities
Access - Library Materials
Access - Outdoor Leisure Facilities
Access - Park Space & Open Space
Access - Pathways & Walkways
Access - Pathways & Walkways
Access - Pathways & Walkways
Exposition - Floriculture
Exposition - Zoo
Instruction - Active Living
Instruction - Aquatics
Instruction - Culture/Arts
Leisure Activity Provision
Library Material Lending
Permission - Raffles/Lotteries Licensing
Promotion - Adult Library Programming
Promotion - Children/Youth Library Programming
Promotion - Leisure Activity
Public Event Support - Parks & Recreation

Neighbourhood Vitalization

Access - Library Lobby / Bulletin Board
Community Club Caretaking
Granting - Agency/Organization
Granting - Agency/Organization
Granting - Neighbourhood Improvement
Loaning - Residential Rehabilitation Assistance (RRAP)
Non-Profit Agency Support
Non-Profit Agency Support

Property Stewardship

Comparable Property & Occupancy Valuation Research
Consulting - Basement & Overland/River Flooding
Granting - "Cut Home Energy Costs" (CHEC)
Granting - Waste Water Sewer Service Connection Repair
Housing Renovation Property Tax Creditation
Loaning - Residential Rewiring
Permission - Access to Roads from Adjacent Lands
Permission - Business Establishment/Premises Licensing
Permission - Home-Based Business Licensing
Permission - Land Drainage / Sump Pump Discharge Licensing
Permission - Right of Way Contractor Licensing
Permission - Right of Way Encroachment
Permission - Survey (Legal) Monument Provision/Installation
Registration - Alarm
Registration - Real Property Identification
Utility Infrastructure Locating
Valuation Validation (Assessment Appeals)

Public Education

Consulting - Vocational Training
Exposition - Ambulance Services
Promotion - Animal Ownership & Care
Promotion - Dental & Oral Health
Promotion - Food Preparation & Home Economics
Touring - City Hall
Touring - Hydro Facilities

Program Name***Public Service Name***

Public Health

Touring - Water & Waste Facilities
Training - "Nobody's Perfect" Facilitator
Training - Class 2 / Airbrake
Training - Health Professional
Training - Law Enforcement
Training - Library Workstudy Practicum Provision
Training - Medical Professional Ride-Along

Burials
Communicable Disease Assessment, Treatment, Prevention & Control
Counselling - Family Violence/Abuse (Assessment & Referral)
Counselling - Health - Family & Individual (& Referral)
Counselling - Health - Maternal/Infant
Counselling - Health - Reproductive/Sexual
Counselling - Health - School Aged Children
Counselling - Health - Senior Citizens (Assessment & Referral)
Counselling - Health - Travellers
Counselling - Nutrition
Counselling - Prenatal
Counselling - Prevention - Chronic Illness
Counselling - Prevention - Substance Abuse
Dead Animal Removal
Dental & Oral Health Treatment
Emergency Response - Medical
Immunization - General Health
Immunization - Travellers
Infant/Child Health Assessment & Treatment
Information Product Sales
Insect Control
Instruction - Food Handling
Manitoba Health Application Taking
Neo-Natal Medical Team Transport
Non-Emergency Response - Patient Transport
Noxious Weed Control
Permission - Potable Water Hauler Licensing & Monitoring
Permission - Septic Tank/Field Permits & Licensing
Permission - Septic Waste Hauler Licensing & Monitoring
Primary Medical Treatment & Referral
Registration - Special Needs
Roadway Dust Control
Saving Mouths In Income Limited Environments (SMILE)
Testing - Electric & Magnetic Field

Public Safety

"Call Before You Dig" (Call Clearance Information)
Animal Control
Building Code Compliance Confirmation
Consulting - Fire Safety
Consulting - Hydraulic Systems
Crime Victim / Crime Witness Assistance
Disaster Response
Emergency Response - Fire & Rescue
Emergency Response - Police Intervention
Fire Code Compliance Confirmation
Instruction - Pool Operation

Program Name***Public Service Name***

Investigation - Fire
Motor Vehicle Collision Report Taking
Neighbourhood Foot Patrol
Non-Emergency Response - Fire & Rescue
Non-Emergency Response - Police Intervention
Park Patrol
Permission - Amusement/Entertainment Licensing
Permission - Building Construction
Permission - Building Demolition
Permission - Building Occupancy
Permission - Contractors & Tradespersons Licensing
Permission - Dog Licensing
Permission - Fire Safety
Permission - Occupational/Non-Contractors Licensing
Permission - Park Amenity Safety Certification
Permission - Vehicles, Equipment & Operator Licensing
Police & Criminal Statistics Provision
Private Property Illumination
Promotion - Crime Prevention
Promotion - Electrical Safety
Promotion - Fire Safety
Promotion - Injury Awareness & Prevention
Promotion - Injury Awareness & Prevention
Promotion - Risk Management Awareness
Promotion - Safe Bus Use
Public Event Support - Ambulance
Public Event Support - Fire
Public Event Support - Police
Registration - Fire Arm
Registration - Special Needs
River Patrol
Roadway Illumination
Roadway Illumination
Roadway Salting & Sanding
Testing - High Voltage Rubber Insulators
Traffic Enforcement
Traffic Escorts
Worksite Hydro Line Safety Provision

Public Utility

Abandoned Bicycle Collection & Disposal
Access - Photocopy & Fax Equipment
Consulting - Consumer Electrical
Consulting - Energy Conservation
Electrical Energy Production & Distribution
Electrical Service Building Entrance Equipment Maintenance
Hot Water Tank Rentals
Hydro Infrastructure Rental
Library Public Facility & Equipment Booking
Permission - Water & Sewer Contractor Licensing
Permission - Water Hydrant Use
Permission - Water/Wastewater Material Standards Approval
Potable Water Production & Distribution
Potable Water Sales - Standpipes
Private Water Pipe Thawing

Program Name***Public Service Name***

Social Well-Being

Recreational Commodity Sales & Rental
Solid Waste Collection & Disposal
Surplus Library Material Sales
Testing - Hydro Meters
Transit Rider Items Lost & Found

"Meal Share"
"Veg-To-Table"
Community Concern Response
Counselling - Employment
Counselling - Food Access Assistance
Counselling - Homeless (Assessment & Referral)
Counselling - Leisure Independence
Counselling - Parenting
Counselling - Skills & Needs (Assessment & Referral)
Counselling - Social Assistance Family & Individual (& Referral)
Critical Incident Debriefing
Financial Assistance Provision
Low-Income Housing Occupant Relocation
Permission - Rooming House Licensing
Registration - Special Needs
Rehabilitative Work Placement
Seniors' Home Services Support
Training - Employment
Training - Work Experience
Training - Work Experience
Vulnerable Person Support
Work Placement

Tourism

Touring - Heritage
Touring - Heritage
Winnipeg & Manitoba Souvenir Sales

Transportation

"Dial-A-Route-Transit" (DART)
Access - Parking Facilities
Access - Roadway
Chartered Bus Transit
Handi-Transit
On-Street Parking
Permission - Public Transportation Service Licensing
Permission - Right of Way Encroachment
Permission - Right of Way Interruption
Public Event Support - Transit
Regular Transit
Roadway Snow Clearing & Removal
Sidewalk Snow Clearing & Removal
Snow Drift Control

PUBLIC SERVICE DESCRIPTIONS

Service Name	Service Description	Classification	Accountable Organization Unit
Emergency Response - Medical	A public service offered to victims requiring emergency medical assistance that provides licensed, certified level I, II, and III paramedics who respond to emergency calls for service.	Protection/Mitigation	Ambulance - ES
Exposition - Ambulance Services	A public service offered to community event organizers the provides EMS staff and vehicles who demonstrate ambulance equipment and explain EMS delivery services.	Encounter - Campaign/Promotion	Ambulance - ES
Neo-natal Medical Team Transport	A public service offered to mothers and their new babies that provides ambulance transport of a stretcher-mounted intensive care transport incubator and a neo-natal transport team to/from any hospital within a 100 mile radius of Winnipeg.	Protection/Mitigation	Ambulance - Transfer & Support
Non-emergency Response - Patient Transport	A public service offered to medical patients that provides urgent and non-urgent medical transport by licensed Paramedics in government approved ambulance vehicles.	Protection/Mitigation	Ambulance - ES, T & S
Promotion - Injury Awareness & Prevention	A public service offered to school children and adults that provides presentations on injuries sustained as a result of accidents and how the injuries can be prevented.	Encounter - Campaign/Promotion	Ambulance - ES
Public Events Support - Ambulance	A public service offered to public event organizers that provides emergency transportation ambulance with two certified Paramedics dedicated to standby in case of accident, illness or injury.	Protection/Mitigation	Ambulance - ES
Registration - Special Needs	A public service offered to persons with special needs that provides a registration so they can be quickly identified when placing a call for ambulance services.	Entitlement	Ambulance - Communication
Training - Medical Professional Ride-Along	A public service offered to health care professionals that provides an opportunities for them to experience and observe first-hand the delivery of pre-hospital care in a large urban setting.	Encounter - Training/Instruction	Ambulance - Training
Comparable Property & Occupancy Valuation Research	A public service offered to valuation requestors that provides valuation information on specific properties in order to increase the level of knowledge necessary to make better property investment decisions.	Encounter - Consulting/Counselling	Assessment - Research Services
Tax Liability Research	A public service offered to tax liability requestors that increases knowledge of tax implications of property investment decisions.	Encounter - Consulting/Counselling	Assessment - Research Services
Valuation Validation	A public service offered to assessment appellants that results in a validated valuation of property	Investigation/Ruling	Assessment

Service Name	Service Description	Classification	Accountable Organization Unit
(Assessment Appeals)	value for the purpose of municipal taxation.		
Disaster Response	A public service offered to at-risk citizens that provides planning, co-ordination and implementation of a multi-disciplinary team to deal with a large-scale disasters.	Protection/Mitigation	CAO
Access - "Access to Information Act"	A public service offered to information seekers that provides information under an "access to information" request or copies of other information on file.	Encounter - Consulting/Counselling	City Clerks - IS
Archival Research & Facilitation	A public service offered to researchers that provides access to archival documents, scheduling, determining needs and retrieving materials.	Encounter - Consulting/Counselling	City Clerks - AR
City Hall Inquiry (Kiosk)	A public service offered to civic information seekers that provides City information to telephone inquiries or walk-in customers in both official languages.	Encounter - Consulting/Counselling	City Clerks - IS
Document Authentication	A public service offered to individuals requiring authenticated documents that provides a certified photocopy of the original document for legal, insurance or government purposes e.g. Birth Certificates, Death Certificates.	Entitlement	City Clerks - CC
Elections	A public service offered to the voting public that provides election co-ordination/delivery for Mayor, Councillors and School Board Trustees (every three years) as well as by-elections, BIZ and EBB elections.	Encounter - Campaign/Promotion	City Clerks - CC
Manitoba Health Application Taking	A public service offered to individuals wanting health care coverage that provides application taking for Manitoba Health.	Entitlement	City Clerks - IS
Municipal Manual Sales	A public service offered to civic information-seeking individuals that provides that provides historical and functional information about the City of Winnipeg.	Commodity - Production & Distribution	City Clerks - IS
Municipal Publications Subscription Provision	A public service offered to individuals, businesses or organizations interested in the municipal governing process that provides a subscription service for Hansard of Council, by-laws, Council minutes and Standing Committee minutes.	Commodity - Sales/Lease/Provide	City Clerks - IS
Permission - Charitable Organization Campaigning	A public service offered to non-profit organizations that provides charitable event permits for the City of Winnipeg.	Entitlement	City Clerks - CC
Registration - Voter	A public service offered to citizens that provides registration of voters and the co-ordination and delivery of the voter's list.	Entitlement	City Clerks - CC

Service Name	Service Description	Classification	Accountable Organization Unit
Touring - City Hall	A public service offered to visitors, individuals and school groups that provides guided tours of City Hall.	Encounter - Campaign/Promotion	City Clerks - IS
Voting Machine Leasing	A public service offered to other municipalities or jurisdictions that provides leased electronic voting machines for elections.	Commodity - Sales/Lease/Provide	City Clerks - AR
Winnipeg/Manitoba Souvenir Sales	A public service offered to visitors and citizens that provides a retail outlet for Winnipeg and Manitoba souvenirs.	Commodity - Sales/Lease/Provide	City Clerks Div - IS
Access - Parking Facilities	A public service offered to motorists that provides access to public parking facilities on an hourly or monthly basis.	Unreserved Asset Access	Civic Buildings - WPA
Abandoned Bicycle Recovery & Disposal	A public service offered to bicycle owners that provides a voluntary ten-year bike registration for the retrieval of abandoned bikes or stolen bikes seized by police services.	Commodity - Collection & Disposal	Community Services - AS
Access - Pathways & Walkways	A public service offered to pedestrians that provides access to the network of public pathways and above ground/below ground walkways.	Unreserved Asset Access	Community Services - CP
Animal Adoption	A public service offered to potential dog owners, in partnership with the Humane Society, that provides adoption for suitable unclaimed dogs picked up by Animal Services.	Placement - Housing Accommodation	Community Services - AS
Animal Control	A public service offered to citizens that provides animal control under the City of Winnipeg Act for issues such as neighbourhood disputes regarding the behaviour of someone's pet, animal bites/attacks, stray dogs, illegal animals, wildlife concerns, injured animals, after hour emergency response, general inquiries, etc.	Protection/Mitigation	Community Services - AS
Animal Sheltering	A public service offered to by-law contraveners that provides for the seizure of all animals in contravention of the by-law until such time as they are returned to their owners - unclaimed animals must be held for five days and then are disposed of in the appropriate manner.	Encounter - Care	Community Services - AS
Business Improvement Trusteeship	A public service offered to Business Improvement Zone organizations that provides financial resources monitoring of municipal grants or loans.	Encounter - Grant/Subsidy/Loan	Community Services - NP
Communicable Disease Assessment, Treatment, Prevention & Control	A public service offered to the at-risk public that provides legislated responsibility to control communicable diseases that can be easily spread among people such as sexually transmitted infections, food borne illnesses, tuberculosis and other respiratory diseases, and blood borne infections. It also provides disease prevention such as risk assessment and monitoring, group and	Encounter - Care	Community Services - NNH, NRCH, EHS, MHO

Service Name	Service Description	Classification	Accountable Organization Unit
	individual education, and targeted outreach to high-risk populations.		
Counselling - Family Violence & Abuse (assessment & referral)	A public service offered to families, who are experiencing domestic, physical and sexual abuse, that provides support, counselling or referrals to appropriate agencies.	Encounter - Consulting/Counselling	Community Services - NNH, NRCH
Counselling - Food Access Assistance	A public service offered to those individuals who do not have access to safe and adequate food that provides low-cost healthy eating and affordable food sources education.	Encounter - Consulting/Counselling	Community Services - NNH, NRCH, PHU, EHS
Counselling - Health - Family & Individual (and referral)	A public service offered to individuals, families and groups that provides health information and guidance including an assessment of an individual's physical health and provision of primary medical care; educational sessions related to specific health topics and illness conditions; crises counselling for individuals and families; advocacy and support for individuals, families and groups for issues which are negatively impacting on their health, ie: poverty, unsafe housing, violence, substance abuse, etc.	Encounter - Consulting/Counselling	Community Services - NNH, NRCH
Counselling - Health - School Aged Children	A public service offered to all school-aged children in Winnipeg 1 schools that provides health promotion and illness/injury prevention services including vision and hearing screening; communicable disease follow-up; school based immunization programs; health education in regard to family life, AIDS and other Sexually transmitted disease, safer sex, nutrition, alcohol, drugs and smoking.	Encounter - Consulting/Counselling	Community Services - NNH, NRCH
Counselling - Health - Reproductive & Sexual	A public service offered to high-risk individuals, including people with a diagnosed STD, adolescents, street youth, injection drug users, and sex-trade workers, that provides counselling and education services related to safer sex practices, sexually transmitted infections, contraception, family planning, sexual problems and issues surrounding sexual orientation.	Encounter - Consulting/Counselling	Community Services - NNH, NRCH
Counselling - Health - Senior Citizen (assessment & referral)	A public service offered to seniors, who are experiencing difficulty living in their own homes due to issues such as deterioration of physical health/mental health, poverty, unsafe housing, inadequate food, lack of support, and lack of medical care, that provides an assessment of the senior's living situation, referral to support/medical services, advocacy with landlords, and by-law enforcement where necessary related to unsafe living conditions.	Encounter - Consulting/Counselling	Community Services - NNH, NRCH, EHS
Counselling - Health - Maternal/Child	A public service offered to new mothers that provides counselling, education and health assessment after the birth of an infant including support for skill development in infant care feeding, and women's self-care, and referral to relevant support services.	Encounter - Consulting/Counselling	Community Services - NNH, NRCH

Service Name	Service Description	Classification	Accountable Organization Unit
Counselling - Homeless (assessment & referral)	A public service offered to homeless citizens that provides access to the basic necessities of daily living such as health care, housing food, clothing and financial support.	Encounter - Consulting/Counselling	Community Services - NNH, NRCH
Counselling - Nutrition	A public service offered to at-risk individuals (prenatal and post-partum families, school-aged children, individuals and families living in poverty) that provides nutrition education.	Encounter - Consulting/Counselling	Community Services - NNH, NRCH, PHU
Counselling - Parenting	A public service offered to parents that provides promotion of healthy parent-child interactions through education, counselling and referral to support services through the use of home-based visits, peer-parenting support initiatives, and parenting education groups.	Encounter - Consulting/Counselling	Community Services - NNH, NRCH
Counselling - Prenatal	A public service offered to community groups, individuals and families that provides current information about prenatal nutrition, reproductive health, fetal growth and development, maternal physical and emotional changes during pregnancy and in the post-partum period, medical care and medications, and the childbirth experience.	Encounter- Consulting/Counselling	Community Services - NNH, NRCH
Counselling - Prevention - Substance Abuse	A public service offered to at-risk individuals, families and groups that provides information and counselling on the use and impact of drugs and alcohol and the contributing factors of poverty and self-esteem.	Encounter - Consulting/Counselling	Community Services - NNH, NRCH
Counselling - Prevention - Chronic Illness	A public service offered to individuals, families and groups that provides counselling and education regarding healthy lifestyle choices and changes; informing citizens of relevant community resources; assisting citizens to identify individual and community risk factors and define strategies to eliminate, reduce and modify contributing factors to chronic illness; and advocate for equitable access to resources by citizens experiencing disadvantages related to chronic illnesses.	Encounter - Consulting/Counselling	Community Services - NNH, NRCH, PHU
Counselling- Health - Travellers	A public service offered to individuals, families and groups that provides safe and healthy travel promotion for people going to foreign countries.	Encounter - Consulting/Counselling	Community Services NRCH
Dental & Oral Health Treatment	A public service offered to individuals with oral and dental health risks due to financial barriers that provides dental treatment and prevention services.	Encounter - Care	Community Services - NRCH
Granting - Neighbourhood Improvement	A public service offered to organizations and individuals within the older residential neighbourhoods that provides grants for infrastructure, natural environment, housing stock, neighbourhood services, and community facilities.	Encounter - Grant/Subsidy/Loan	Community Services - NP
Granting - Heritage	A public service offered to heritage building owners that provides grants for building restoration	Encounter - Grant/Subsidy/Loan	Community Services

Service Name	Service Description	Classification	Accountable Organization Unit
Preservation	within specified guidelines.		- CP
Heritage Building Designation	A public service offered to potential heritage building owners that provides a process for having their building officially designated as a historical building.	Entitlement	Community Services - CP
Immunization - General Health	A public service offered to at-risk individuals and groups that provides immunization, maintenance of accurate personal immunization information in the Manitoba Immunization Monitoring System, and assessment of communicable disease risk within the community.	Encounter - Care	Community Services - NNH, NRCH
Immunization - Travellers	A public service offered to individuals who are travelling out of the country that provides immunization/preventative medication to halt or limit the effect of specific communicable diseases.	Encounter - Care	Community Services - NRCH
Infant & Child Health Assessment & Treatment	A public service offered to parents that provides the promotion of healthy growth and development of infants, toddlers and preschoolers, strengthens parenting abilities and promotes positive parent-child interactions.	Encounter - Care	Community Services - NNH, NRCH
Information Product Sales	A public service offered to health-information seeking individuals that provides information on health-related issues.	Commodity - Sale/Lease/Provide	Community Services - CP
Instruction - Food Handling	A public service offered to food preparation individuals that provides course instruction on safe food handling.	Encounter - Training/Instruction	Community Services - EHS
Instruction - Pool Operation	A public service offered to swimming pool operators and potential operators that provides seminar courses on pool operations.	Encounter - Training/Instruction	Community Services - EHS
Loaning - Residential Rehabilitation Assistance Program (RRAP)	A public service offered to homeowners in older residential neighbourhoods that provides grants for improving the housing stock in these neighbourhoods.	Encounter - Grant/Subsidy/Loan	Community Services - NP
Permission - Raffles/Lotteries Licensing	A public service offered to lotteries and raffle organizations that provides a license and a fee based on a percentage of the prize value.	Entitlement	Community Services - FA
Permission -Amusement/ Entertainment Licensing	A public service offered to entertainment organizations that provides for the regulation and control of various amusement and entertainment devices.	Entitlement	Community Services - FA
Permission - Business Establishment/	A public service offered to businesses that provides regulation and control of various trades operating from commercial or residential property for the purpose of public health, safety, public interest,	Entitlement	Community Services - FA

Service Name	Service Description	Classification	Accountable Organization Unit
Premises Licensing	neighbourhood interests etc.		
Permission - Dog Licensing	A public service that is offered to dog owners that provides mandatory, general and dangerous dog licensing of all dogs in the City of Winnipeg.	Entitlement	Community Services - AS
Permission - Home-Based Business Licensing	A public service offered to potential home-based businesses that provides a license and a fee calculated to be similar to the business tax that would be levied against comparable commercial premises.	Entitlement	Community Services - FA
Permission - Occupational/Non - Contractor Licensing	A public service offered to occupational non-contractors that provides regulation and control of 30 occupational non-contractor trades.	Entitlement	Community Services - FA
Permission - Vehicle, Equipment & Operator Licensing	A public service offered to equipment operators that provides licenses for the regulation and control of 15 trades.	Entitlement	Community Services - FA
Primary Medical Treatment & Referral	A public service offered to medical patients that provides primary medical care, within a multi-disciplinary public health team model, including needs-based medical assessment, treatment, follow-up and referral services with an emphasis on disease prevention and health promotion.	Encounter - Care	Community Services - NRCH
Promotion - Animal Ownership and Care	A public service offered to pet owners and animal care information seekers that provides education on the responsibilities of pet ownership and personal safety when encountering any animal.	Encounter - Campaign/Promotion	Community Services - AS
Promotion - Dental & Oral	A public service offered to high-needs children that provides education and resources to groups for effective dental/oral health practices as well as dental surveillance/screening comprising individual oral health assessments and referrals for those requiring dental treatment.	Encounter - Campaign/Promotion	Community Services - NRCH
Promotion - Injury Awareness and Prevention	A public service offered to individuals, families and groups that provides identification and removal/remediation of injury risks through education and counselling in order to assist in modifying risk behaviours and minimizing environmental hazards.	Encounter - Campaign/Promotion	Community Services - NNH, NRCH, PHU, EHS
Registration - Animals (lost & found)	A public service offered to cat and puppy owners that provides a voluntary registration process for cats and puppies and a registry of animals reported to be lost or found.	Entitlement	Community Services - AS
Saving Mouths in Income Limited Environments	A public service offered to economically disadvantaged children that provides basic dental treatment services and oral health promotion strategies by fourth year University of Manitoba Faculty Dentistry	Encounter - Care	Community Services - NRCH

Service Name	Service Description	Classification	Accountable Organization Unit
(SMILE)	students working under the supervision of a City of Winnipeg Dentist.		
Touring - Heritage	A public service offered to interested individuals and groups that provides a tour of historical or architecturally significant buildings within the City.	Encounter - Campaign/Promotion	Community Services - CP
Training - Health Professional	A public service offered to health professional students in the fields of medicine, nursing, dentistry and dental hygiene that provides education through teaching and mentoring about public health principles, local community health issues, and public health practice.	Encounter - Training/Instruction	Community Services - NNH, NRCH, PHU, EHS, MHO
Training - "Nobody's Perfect" Facilitator	A public service offered to individuals, who want to deliver the Nobody' Perfect Parenting Program in their community, that provides facilitator training workshops.	Encounter - Training/Instruction	Community Services - NNH, NRCH
"Meal Share"	A public service offered to needy individuals that provides the identification of food service establishments, collection and distribution procedures, development of food collection and distribution procedures, food safety instruction, and solicitation of project partners.	Encounter - Care	Community Services - EHS, PHU, MHO
"Veg-To - Table"	A public service offered to needy individuals that provides the solicitation of participants and donors, assessment of food processing procedures, collection and distribution procedures, and onsite instruction.	Encounter - Care	Community Services - EHS, PHU
Promotion - Risk Management Awareness	A public service offered to citizens at large, volunteers, contractors and suppliers that provides improved protection from accidental physical and financial losses.	Encounter - Campaign/Promotion	Corporate Finance - Risk Management
Repair - 2-Way Radio & Electronic Equipment	A public service offered to 2-way radio and electronic equipment users that provides a repair service for their equipment.	Commodity - Sale/Lease/Provide	Corporate Services - ITOI
Taxation - Amusement, Business, Gas & Electricity, Mobile Home, Realty	A public service offered to realty taxpayers that provides assurance that all billed realty taxes are collected.	Taxation	Corporate Finance
Consulting - Fire Safety	A public service offered to fire safety information seekers that provides information relative to their fire safety concerns or questions.	Encounter - Consulting/Counselling	Fire - Administration
Emergency Response - Fire & Rescue	A public service offered to emergency fire and accident victims that provides a skilled assessment of the incident and appropriate fire and rescue mitigation	Protection - Mitigation	Fire - Operations

Service Name	Service Description	Classification	Accountable Organization Unit
Fire Code Compliance Confirmation	A public service offered to a property buyer that provides, for a fee, fire code compliance information on properties.	Encounter - Consulting/Counselling	Fire - Fire Prevention
Investigation - Fire	A public service offered to fire victims that provides a determination of fire cause. Resources are also utilized to assist the Office of the Fire Commissioner when appropriate. There are two types of investigations: fires of suspicious origins - supports other agencies, fires of known origin are determined by the fire service.	Investigation/Ruling	Fire - Operations
Non-Emergency Response - Fire & Rescue	A public service offered to non-emergency fire and accident victims that provides a skilled intervention of the incident in order to address the concerns of the victim.	Protection - Mitigation	Fire - Operations
Non-Profit Agency Support	A public service offered to non-profit organizations that provides assistance in their campaign.	Encounter -Grant/Subsidy/Loan	Fire - Administration
Permission - Fire Safety	A public service offered to fire safety applicants that provides a permit entitling the applicant to conduct a high-risk fire-related activity in a safe manner.	Entitlement	Fire - Fire Prevention
Promotion - Fire Safety	A public service offered to a fire safety student that provides an educational encounter to increase knowledge of fire safety.	Encounter - Campaign/Promotion	Fire - Fire Prevention
Public Events Support - Fire	A public service offered to special event organizers that provides an on-site fire and rescue intervention capability at high risk events.	Protection/Mitigation	Fire - Operations, Fire Prevention
Registration - Special Needs	A public service offered to voluntarily-registered special needs people or building owner/occupants, that provides important dispatch information regarding special needs or circumstances.	Entitlement	Fire - Communication
Business Improvement Zone (BIZ) Banner Installations	A public service offered to local Business Improvement Zone (BIZ) organizations that provides banner pole attachments and banners on street lighting poles.	Commodity - Sale/Lease/Provide	Hydro - DD
Consulting - Consumer Electrical	A public service offered to Hydro energy consumers that provides information on electrical service metering, energy conservation, rates and policies.	Encounter - Consulting/Counselling	Hydro - CS
Consulting - Energy Conservation	A public service offered to Hydro energy consumers that provides information on electrical products and conservation methods (Power Smart).	Encounter - Consulting/Counselling	Hydro - CS

Service Name	Service Description	Classification	Accountable Organization Unit
Electrical Energy Production & Distribution	A public service offered to Inner City hydro-electric energy consumers that provides electrical power and distribution systems to supply customers at their utilization voltage.	Commodity - Production & Distribution	Hydro - DD
Electrical Maintenance - High and Low Voltage Switchgear	A public service offered to large Inner-City hydro-electric energy consumers that provides customer-owned electrical service entrance equipment (switchgear and relays) maintenance.	Commodity - Sale/Lease/Provide	Hydro - GD
Granting - "Cut Home Energy Costs"	A public service offered to homeowners that provides loans under the provincial home insulation program (program over - existing loans only).	Encounter - Grant/Subsidy/Loan	Hydro - CA
Hot Water Tank Rentals	A public service offered to property owning Hydro customers that provides hot water tank rentals.	Commodity - Sales/Lease/Provide	Hydro - OD
Hydro Infrastructure Rental	A public service offered to other utilities that provides space on Hydro's overhead and underground equipment (poles, conduits etc.) through second and third party agreements.	Commodity - Sales/Lease/Provide	Hydro - DD
Loaning - Residential Rewiring	A public service offered to electrical wire-upgrading customers that provides a loan for rewiring their residential electrical service.	Encounter - Grant/Subsidy/Loan	Hydro - CS
Private Property Illumination	A public service offered to organizations and businesses that provides all the design, installation and maintenance aspects of area lighting for parking lots etc.	Commodity - Sale/Lease/Provide	Hydro - DD
Promotion - Electrical Safety	A public service offered to electricity consumers and school children that provides information on the safe use of electricity e.g. "Louie Lightning Bug" Safety Program.	Encounter - Campaign/Promotion	Hydro - MD
Promotion - Energy Efficiency Awareness	A public service offered to energy conservation information seekers that provides information and promotional items on energy conservation through bill inserts and articles in Hydro News e.g. "Power Smart".	Encounter - Campaign/Promotion	Hydro - MD
Promotion - Food Preparation & Home Economics	A public service offered to electricity consumers and nutrition information seekers that provides information on the safe and efficient use of appliances, Heart Smart food preparation, food preservation and safety, and Power Smart cooking techniques and appliances.	Encounter - Campaign/Promotion	Hydro - CS
Repair - Small Electrical Appliance	A public service offered to small electrical appliance users that provides repairs to small electrical appliances, power tools, electric heaters, furnaces and electric hot water heaters.	Commodity - Sale/Lease/Provide	Hydro - OD
	A public service offered to roadway users and residents that provides street and lane lighting within		Hydro

Service Name	Service Description	Classification	Accountable Organization Unit
Roadway Illumination	Winnipeg in accordance with the Illuminating Engineering Society's (IES) standards.	Unreserved Asset Access	- DD
Testing - Electric & Magnetic Fields (EMF)	A public service offered to customers that provides electric and magnetic fields (EMF) testing and recording on their premises.	Encounter - Consulting/Counselling	Hydro - DD
Testing - High Voltage Rubber Protective Equipment	A public service offered to electrical contractors that provides cleaning, testing and certification of the electrical integrity of insulating rubber gloves, cover blankets, insulator and cut-out hoods etc.	Encounter - Consulting/Counselling	Hydro - DD
Testing - Hydro Meters	A public service offered to Hydro customers that provides accuracy testing, verification and calibration of hydro meters.	Encounter - Consulting/Counselling	Hydro
Testing - Radio & Television Interference	A public service offered to customers that provides on-site testing to determine the source of electromagnetic interference of electronic equipment.	Encounter - Consulting/Counselling	Hydro
Touring - Hydro Facilities	A public service offered to interested individuals that provides organized tours of Hydro facilities.	Encounter - Campaign/Promotion	Hydro
Worksite Hydro Line Safety Provision	A public service offered to contractors and construction workers that provides safe working clearances to overhead power lines in order to prevent accidents.	Protection/Mitigation	Hydro - DD
"Call Before You Dig"	A public service offered to contractors and property owners that provides service scheduling for excavation clearances in the right of way.	Encounter - Consulting/Counselling	Hydro - DD
Building Code Compliance Confirmation	A public service offered to prospective property purchasers and lawyers indicating the extent of a property's compliance with various City by-laws. Various forms of the service include zoning memos, zoning compliance letters, and interdepartmental file searches for outstanding orders or violations.	Encounter - Consulting/Counselling	Land & Development - BI
Business Park, Lot and Surplus Real Property Sales	A public service offered to potential property buyers that provides the sale of surplus city-owned real property assets including residential, commercial and industrial building sites and including the sale of surplus properties upon which are located residential, commercial and industrial buildings.	Commodity - Sale/Lease/Provide	Land & Development - RE
City-Owned Real Property Leasing	A public service offered to property users that provides use of city-owned property including residential, commercial, agricultural and vacant land leases; vacant land management, management agreements, leave and license agreements and easement agreements.	Commodity - Sale/Lease/Provide	Land & Development - RE
Construction Statistics	A public service offered to construction-related information seekers which provides the production	Commodity - Production &	Land & Development

Service Name	Service Description	Classification	Accountable Organization Unit
Production & Sale	and sale of building permit and development statistics and building plan and by-law copies.	Distribution	
Digital & Paper Map Production & Sales	A public service offered to land-based information seekers that provides the sale of information products related property and development. Products include digital and paper maps and aerial photographs.	Commodity - Production/Distribution	Land & Development - LD,IS
Housing Renovation Property Tax Creditation	A public service offered to property owners which provides property tax credits to encourage and assist in the renovation of qualifying owner-occupied single family dwellings.	Encounter - Grant/Subsidy/Loan	Land & Development - FA, LD
Permission - Building Occupancy	A public service offered to building occupants that provides approval to occupy a building with the assurance that the building complies with building, plumbing, electrical and related City by-laws.	Entitlement	Land & Development - BI, LD
Permission - Building Construction	A public service offered to contractors, property owners and other applicants, that provides a one-stop-shop location that grants approval to proceed with specified construction or renovation work and provides assurances that such work as described in plans is in accordance with building, plumbing, electrical and related City by-laws and regulations.	Entitlement	Land & Development - BI, LD
Permission - Building Demolition	A public service offered to demolition contractors that provides approval to proceed with specified building demolition work and provides assurances that proposed building demolitions are being planned in accordance with by-laws and regulations managed by the appropriate City Departments.	Entitlement	Land & Development - BI, LD
Permission - Contractors & Tradespersons Licensing	A public service offered to plumbing and electrical contractors that provides protection to the public that establishes that contractors have adequate knowledge of the relevant by-laws before permits can be obtained.	Entitlement	Land & Development - BI
Permission - Development Application	A public service provided to developers, property owners and other applicants that provides City approval to subdivide land, re-zone property, vary the zoning requirements, and/or certify that proposed developments are planned and carried out in accordance with zoning by-laws. Development agreements accompany some applications setting out the legal responsibilities of the City and the Applicant over the life of the development. The City's responsibilities include the administration and inspection of financial and physical elements of the agreement.	Entitlement	Land & Development - LD
Permission - Right of Way Encroachment	A public service offered to property owners which allows the use of City-owned land for business purposes or for elements projecting from private property, subject to compliance with City by-laws.	Entitlement	Land & Development - LD
Permission - Rooming House Licensing	A public service offered to rooming house operators and local residents that ensures rooming houses comply with all relevant City by-laws that pertain to rooming house properties.	Entitlement	Land & Development - BI, LD

Service Name	Service Description	Classification	Accountable Organization Unit
Permission - Survey (legal) Monument Provision/ Installation	A public service offered to property owners, professional land surveyors, engineers, developers and others that provides quiet possession of title to real property.	Entitlement	Land & Development - LD
Registration - Real Property Identification	A public service offered to property owners and property users that assigns and amends public right-of-way names and assigns, changes and requires posting of addresses to identify all built and buildable properties within the City.	Entitlement	Land & Development - LD,IS
Access - Computer / Internet (Libraries)	A public service offered to information seekers that provides equitable, affordable and convenient access to resources available through the use of technology such as CD Rom & Internet.	Unreserved Asset Access	Libraries
Access - Library Lobby/Bulletin Board	A public service offered to community information seekers that provides convenient access to current community information posted in a public area.	Unreserved Asset Access	Libraries
Access - Library Materials	A public service offered to library material seekers that provides affordable convenient on-site use of library material.	Unreserved Asset Access	Libraries
Access - Photocopy/Fax Equipment	A public service offered to people seeking copying service that provides photocopying equipment and faxing services in an affordable and convenient manner.	Unreserved Asset Access	Libraries
Library Material Lending	A public service offered to library material users that provides affordable and accessible off-site use of library materials for a period of time.	Commodity - Sale/Lease/Provide	Libraries
Library Public Facility & Equipment Booking	A public service offered to library facility users that provides affordable access to library meeting space and equipment for a reserved period of time.	Reserved Facility Access	Libraries
Surplus Library Material Sales	A service offered to library material purchasers that provides opportunity to buy affordable library materials.	Commodity - Sale/Lease/Provide	Libraries - Circulation
Training - Library Workstudy Practicum Provision	A public service offered to educational institutions and students that provides library work experience and knowledge.	Encounter - Training/Instruction	Libraries
Promotion - Adult Library Programming	A public service offered to adult library users and information seekers that provides increased awareness of libraries, library materials and enhanced support of life long learning.	Encounter - Campaign/Promotion	Library

Service Name	Service Description	Classification	Accountable Organization Unit
Promotion - Children & Youth Library Programs	A public service offered to children, families and child-related agencies and groups that provides increased child literacy stimulation and development through enhanced awareness of libraries, library materials and library services.	Encounter - Campaign/Promotion	Library - Childrens Services
Access - "Access to Information Act" Appeals	A public service offered to information seekers that provides an appeal process for the release of information under the Freedom of Information Act.	Encounter - Consulting/Counselling	Ombudsman
Investigation - Citizen Complaint	A public service offered to respondents or complainants that provides an unbiased investigation of an allegation.	Investigation/Ruling	Ombudsman
Access - Indoor Leisure Facilities	A public service offered to leisure-seeking individuals and organizations that provides access to children and youth drop-in centres, arenas, indoor pools, fitness centres, recreation centres, leisure centres, cultural centres, schools, community centres, equipment and other community leisure facilities.	Reserved Facility Access	Parks & Recreation - Recreation Services/ Environmental Services
Access - Outdoor Leisure Facilities	A public service offered to leisure-seeking individuals and organizations that provides access to outdoor athletic fields, garden plots, parks, outdoor pools, wading pools, picnic shelters and equipment.	Reserved Facility Access	Parks & Recreation - Recreation Services/ Environmental Services
Access - Park Space and Open Space	A public service offered to park visitors that provides access to parks and open spaces, an increased knowledge and enjoyment of outdoor leisure and an appreciation for developed and natural park and open space areas.	Unreserved Asset Access	Parks & Recreation
Access - Pathways & Walkways	A public service offered to pedestrians and cyclists that provides unreserved access to a safe and maintained pathway system within park and open space areas.	Unreserved Asset Access	Parks & Recreation
Access - Urban Forest	A public service offered to urban forest visitors that provides access to and care of the urban forest, and an appreciation and knowledge of urban forestry ethic and practices.	Unreserved Asset Access	Parks & Recreation
Burials	A public service offered to the families of the deceased that provides perpetual care.	Encounter - Care	Parks & Recreation
Counselling - Leisure Independence	A public service offered to individuals and community groups that provides assistance in acquiring organizational knowledge/skills or financial/physical /human resources toward the provision of their own leisure activities; or to refer them to appropriate other social support or leisure resources available in the City to meet their needs.	Encounter - Consulting/Counselling	Parks & Recreation - Recreation Services/ Environmental Services
Exposition - Floriculture	A public service offered to conservatory and garden visitors that provides increased knowledge,	Encounter - Campaign/Promotion	Parks & Recreation

Service Name	Service Description	Classification	Accountable Organization Unit
	appreciation and enjoyment of horticultural exhibits, displays and gardens.		
Exposition - Heritage Artifact	A public service offered to museum visitors that provides access to the museum at specific times for viewing, interpreting and interacting with heritage components.	Encounter - Campaign/Promotion	Parks & Recreation
Exposition - Zoo	A public service offered to zoo visitors that provides increased knowledge, appreciation of wildlife and wildlife conservation.	Encounter - Campaign/Promotion	Parks & Recreation
Granting - Agency/ Organization	A public service offered to organizations that provides funding for projects that meet defined criteria or service targets, and provide value to recipients or the public as a whole.	Encounter - Grant/Subsidy/Loan	Parks & Recreation
Insect Control	A public service offered to the general public that provides protection of health and property against the ill effects of insects.	Protection/Mitigation	Parks & Recreation
Instruction - Active Living	A public service offered to active living instruction-seeking individuals that provides active living education and instruction to program registrations of all ages and abilities in the sport, fitness and wellness program categories	Encounter - Training/Instruction	Parks & Recreation - RS
Instruction - Aquatics	A public service offered to aquatics instruction-seeking individuals that provides water safety education and swim instruction to program registrations of all ages and abilities in aquatics program categories.	Encounter - Training/Instruction	Parks & Recreation - RS
Instruction - Culture/Arts	A public service offered to culture/arts instruction-seeking individuals that provides education and instruction to registrants of all ages and abilities in cultural, art and ethnic program categories.	Encounter: Training/Instruction	Parks & Recreation - Recreation Services
Leisure Activity Provision	A public service offered to leisure-seekers that provides registration and booking for leisure-related course and workshops.	Placement - Recreational Activity	Parks & Recreation
Noxious Weed Control	A public service offered to the public that provides a reduction in the presence and spread of unsightly noxious weeds on public and private property.	Protection/Mitigation	Parks & Recreation
Park Patrol	A public service offered to park and open space visitors that provides protection through scheduled patrols and reactive response for assistance.	Protection/Mitigation	Parks and Recreation
Permission - Park Amenity Safety Certification	A public service offered to park amenity-providing individuals or groups that provides permission to install an amenity such as a play structure in a park.	Entitlement	Parks & Recreation

Service Name	Service Description	Classification	Accountable Organization Unit
Promotion - Environmental Awareness	A public service offered to environmental information seekers that provides increased knowledge and appreciation of environmental ethics and practices.	Encounter - Campaign/Promotion	Parks & Recreation
Promotion - Leisure Activity	A public service offered to all residents that provides a catalogue of leisure-related courses and workshops.	Encounter - Campaign/Promotion	Parks & Recreation
Public Event Support - Parks & Recreation	A public service offered to special event organizers that provides event support for citizens and tourists in specific neighbourhoods or city at large.	Encounter - Campaign/Promotion	Parks & Recreation - Recreation Services/ Environmental Services
Recreational Commodity Sales & Rental	A public service offered to recreational facility users that provides food, beverages and retail products at several merchandizing outlets within recreation facilities.	Commodity - Sales/Lease/Provide	Parks & Recreation
Touring - Heritage	A public tour service offered to citizens and tourists that provides an understanding of historical, environmental, architectural and ecological heritage within the City.	Encounter - Campaign/Promotion	Parks & Recreation - Recreation Services/ Environmental Services
Crime and Collision Investigation	A public service offered to crime and accident victims that provides crime investigation and offender identification and arrest which may involve some or all of the following specialized investigators: Homicide, Youth, Robbery, Fraud, Stolen Auto, Gang Unit, Traffic, Identification, Vice.	Investigation/Ruling	Police - Div 20
Crime Victim/ Crime Witness Assistance	A public service offered to crime victims and witnesses that provides assistance and information by offering emotional support, investigative updates, police and court related information, forwarding non-communication orders, crime prevention information and referrals to community agencies.	Encounter - Care	Police - Div 27
Criminal Record Searches	A public service offered to the public and authorized agencies that provides copies of the Provincial Traffic Accident Report, written confirmation of report incidents and personal and agency criminal record searches.	Encounter - Consulting/Counselling	Police - Div 31
Emergency Response - Police Intervention	A public service offered to life or property-threatened crime victims that provides police intervention of the incident in order to address the needs of the victim	Protection/Mitigation	Police
Exposition - Police Museum	A public service offered to police museum visitors that provides an overview of the history and evolution of the Winnipeg and area police department from 1874 to the present - guided tours and lectures available upon request.	Encounter - Campaign/Promotion	Police
Motor Vehicle Collision Report Taking	A public service offered to motor vehicle collision victims that provides a report of their incident, as mandated by Provincial statute and the Highway Traffic Act, to police on an authorized form for the use of: (1) police investigation and possible charges; (2) Manitoba Public Insurance Corporation - claim processing; (3) Department of Driver and Vehicle Licensing - administration of drivers licences; (4) City of Winnipeg Public Works - evaluation of roadways.	Encounter - Consulting/Counselling	Police - Div 26

Service Name	Service Description	Classification	Accountable Organization Unit
Neighbourhood Foot Patrol	A public service offered to neighbourhood/communities, which have been identified as having large volumes of calls for police service to keep the peace in the community, that provides a proactive community-based policing service involving the community and focussing on problem solving rather than just reporting incidents. This requires consideration of quality of life issues that are associated with crime such as poverty, racism, anger, etc.	Protection/Mitigation	Police - Div GP
Non-convicted Individual's Record Removal	A public service offered to non-conviction criminal record holders that provides the removal of their non-conviction record, fingerprints and photograph with the Winnipeg Police Service and the National Repository of Canada.	Investigation/Ruling	Police - Div 31
Non-emergency Response - Police Intervention	A public service offered to crime victims and complainants that provides the mitigation of non-life threatening incidents including, burglar alarms, minor incidents and minor criminal offences and general information.	Protection/Mitigation	Police
Police and Criminal Statistics Provision	A public service offered to citizens and agencies that provides information on criminal offences, police activities and related data.	Commodity - Production & Distribution	Police - Div 31
Promotion - Crime Prevention	A public service offered to seniors, youth groups, community groups, schools and businesses that provides education on how to better protect their lives, property and community.	Encounter - Campaign/Promotion	Police
Public Events Support - Police	A public service offered to public event organizers that provides police support to ensure safety of persons and maintenance of public order.	Protection/Mitigation	Police - Div 22
Registration - Alarm	A public service offered to security alarm owners that provides for the registration and control of residential and business alarms.	Entitlement	Police - Div 27
Registration - Firearm	A public service offered to firearm owners that provides registration to obtain, convey, and possess restricted and non-restricted firearms.	Entitlement	Police - Div 13
River Patrol	A public service offered to river users that provides protection through scheduled patrol and reactive response for assistance.	Protection/Mitigation	Police
Traffic Enforcement	A public service offered to motorists and pedestrians that provides protection of lives and property as it relates to motor vehicles and the issuance of Provincial Offence Notices to offending drivers under Provincial and Municipal statutes.	Protection/Mitigation	Police - Div 26, GP
Traffic Escorts	A public service offered to permit applicant organizations and companies that provides police escorts for large objects moves and parades.	Protection/Mitigation	Police - Div 26
Training - Law Enforcement	A public service offered to employees of law enforcement agencies that provides training on interrogation techniques and tactical communication skills.	Encounter - Training/Instruction	Police - Div 33

Service Name	Service Description	Classification	Accountable Organization Unit
Vulnerable Person Support	A public service offered to mental health patients and their families that provides consulting service to agencies who deal with seniors issues, elder abuse and home care.	Encounter - Care	Police - Div 21
Community Club Caretaking	A public service offered to community clubs that provides subsidized labour for janitorial services and ice-making, in partnership with the City.	Encounter - Grant/Subsidy/Loan	Social Services - ET
Community Concern Response	A public service offered to vulnerable citizens that provides response to concerns about people in the community at risk as raised by the public, other civic departments and politicians.	Encounter - Care	Social Services - CSCL, ET
Consulting -Vocational Training	A public service offered to social assistance recipients that provides the facilitation and/or supports the upgrade or development of specific job skills through vocational training.	Encounter - Consulting/Counselling	Social Services - CSCL, ET, FAP
Counselling - Employment	A public service offered to social assistance recipients that provides counselling/intervention to enhance their employability.	Encounter - Consulting/Counselling	Social Services - CSCL, ET, FAP
Counselling - Skills & Needs (assessment & referral)	A public service offered to social assistance recipients that provides an initial and ongoing evaluation of their skills and needs.	Encounter - Consulting/Counselling	Social Services - CSCL, ET, FAP
Counselling - Social Assistance Family & Individual (referral)	A public service offered to social assistance recipients that provides counselling and/or referral services to social assistance recipients and their families with respect to family violence, child neglect, child physical/sexual abuse, parenting, addictions/substance abuse, medical illnesses, mental health issues, etc.	Encounter - Consulting/Counselling	Social Services - CSCL, ET, FAP
Critical Incident Debriefing	A public service offered to trauma victims that provides post-trauma counselling to people affected by a crisis.	Encounter - Care	Social Services - CSCL
Financial Assistance Provision	A public service offered to low-income individuals and families that provides financial assistance benefits.	Encounter - Grant/Subsidy/Loan	Social Services
Granting - Agency/ Organization	A public service offered to community agencies that provides financial assistance to further the cause of the community agencies.	Encounter - Grant/Subsidy/Loan	Social Services
Low Income Housing Occupant Relocation	A public service offered to low-income citizens who have become homeless that provides for their relocation to appropriate housing.	Placement - Housing Accommodation	Social Services - CSCL
Rehabilitative Work	A public service offered to marginally employable social assistance recipients that provides work	Placement - Employment	Social Services

Service Name	Service Description	Classification	Accountable Organization Unit
Placement	programs that provide opportunities for to learn work habits, work experience and enhance self-esteem.		- ET
Seniors' Home Services Support	A public service offered to low income seniors and disabled people that provides home maintenance and transportation..	Encounter - Care	Social Services - ET
Training - Employment Preparation	A public service offered to social assistance recipients that provides enhanced employability through job finding clubs, employment preparation groups and training sessions, etc.	Encounter - Training/Instruction	Social Services - CSCL, ET, FAP
Training - Work Experience	A public service offered to social assistance recipients that provides employment programs to provide work experience. (e.g. infrastructure, Dutch Elm Disease)	Encounter - Training/Instruction	Social Services - CSCL, ET, FAP
Work Placement	A public service offered to social assistance recipients that provides job placement and job opportunities in the private and public sector.	Placement - Employment	Social Services - CSCL, ET, FAP
Access - Pathways & Walkways	A public service offered to pedestrians that provides access to the network of public pathways and above ground/below ground walkways.	Unreserved Asset Access	Streets & Transportation - SE
Access - Roadway	A public service offered to roadway users that provides access to the road network.	Unreserved Asset Access	Streets & Transportation - SM
Access - Snow Disposal Site	A public service offered to haulers and contractors that provides 24 hour access to snow disposal sites during hauling operations.	Unreserved Asset Access	Streets & Transportation - SM
Information Product Provision and Sales	A public service offered to transportation information-seeking individuals and businesses that provides processing, analysing and reporting on information related to transportation.	Commodity - Sales/Lease/Provide	Streets & Transportation - All
Litter Container Waste Collection	A public service offered to Downtown area visitors that provides for the placement, repairing and emptying of litter containers and the disposal of litter in the Downtown area.	Commodity - Collection and Disposal	Streets & Transportation - SM
On-Street Parking	A public service offered to motorists that provides setting aside a portion of the street for all or part of the day for the purposes of vehicle parking.	Unreserved Asset Access	Streets & Transportation - TP & TM
Permission - Access To Roads From Adjacent	A public service offered to property owners that provides a permit to access the road network from lands adjacent to but not connected to the network.	Entitlement	Streets & Transportation - TP

Service Name	Service Description	Classification	Accountable Organization Unit
Lands			
Permission - Right of Way Contractor Licensing	A public service offered to contractors that provides a permit to carry out work in the right-of-way.	Entitlement	Streets & Transportation - SE
Permission - Right of Way Interruption	A public service offered to roadway-using individuals and organizations that provides a permit to interrupt roadway access for specific events.	Entitlement	Streets & Transportation - SE
Permission - Right of Way Encroachment	A public service offered to property owners that provides a permit to encroach into the public right-of-way for construction purposes.	Entitlement	Streets & Transportation - SE
Registration - Special Needs	A public service offered to individuals with special needs that provides handicapped parking permits and snow windrow clearing from private sidewalks within the right of way.	Entitlement	Streets & Transportation - SM
Roadway Dust Control	A public service offered to roadway users and property owners adjacent to the roadway that provides applications of dust control agents on gravel roadways.	Protection/Mitigation	Streets & Transportation - SM
Roadway Illumination	A public service offered to roadway users that provides street and lane lighting within Winnipeg.	Unreserved Asset Access	Streets & Transportation - TP, TM
Roadway Litter Collection	A public service offered to roadway users that provides litter collection within the right of way.	Commodity - Collection & Disposal	Streets & Transportation - SM
Roadway Salting & Sanding	A public service offered to roadway users that provides roadway salt and/or sand applications to melt fresh snow, prevent ice formation, assist in ice layer removal and improve traction and braking quality to reduce accidents.	Commodity - Production & Distribution	Streets & Transportation - SM
Roadway Snow Clearing & Removal	A public service offered to roadway users that provides snow clearing and removal from the roadway surface including bus stops, pedestrian crossings and hydrants	Commodity - Collection & Disposal	Streets & Transportation - SM
Sidewalk Snow Clearing &	A public service offered to pedestrians that provides snow clearing and removal from the sidewalk	Commodity - Collection &	Streets &

Service Name	Service Description	Classification	Accountable Organization Unit
Removal	surface.	Disposal	Transportation - SM
Snow Drift Control	A public service offered to residents that provides snow fencing and/or traps at strategic locations to reduce snow accumulation caused by blowing and drifting conditions.	Protection/Mitigation	Streets & Transportation - SM
Underground Infrastructure Co-ordination	A public service offered to contractors and property owners that provides the establishment of standard locations for underground infrastructure.	Encounter - Consulting/Counselling	Streets & Transportation - TP, TM
Bus Advertising	A public service provided to advertisers that provides space for advertisers in the interior and on the exterior of Transit buses.	Commodity - Sale/Lease/Provide	Transit - Marketing
Bus Shelter & Bench Advertising	A public service offered to advertisers that provides space for advertisers on transit shelters and benches at bus stops.	Encounter - Campaign/Promotion	Transit - Marketing
Chartered Bus Transit	A public service offered to persons seeking to lease the use of a bus that provides exclusive use of the bus by those individuals for a given period of time.	Transit Trip	Transit
Handi-Transit	A public service offered to those who are physically unable to use regular transit, that provides transportation mobility needs in a fashion "reasonably equivalent" to that which regular transit provides for the non-disabled.	Transit Trip	Transit - Marketing
Non-profit Agency Support	A public service offered to non-profit agencies to provide assistance in furthering their cause.	Encounter - Grant/Subsidy/Loan	Transit
Permission - Public Transportation Service Licensing	A public service offered to public transportation service individuals or companies, which provides permission to offer a public transportation service normally provided exclusively by the City of Winnipeg as defined under the City of Winnipeg Act.	Entitlement	Transit
Promotion - Safe Bus Use	A public service offered to grade 3 students that provides information to prepare them to use public transit in a safe fashion.	Encounter - Campaign/Promotion	Transit - Marketing
Public Events Support - Transit	A public service offered to special event organizers that provides transportation and operational planning associated with the event.	Encounter - Consulting/Counselling	Transit - Operations
Regular Transit	A public service offered to bus riders that provides for their personal mobility needs throughout the	Transit Trip	Transit

Service Name	Service Description	Classification	Accountable Organization Unit
	City.		
Training - Class 2/Air Brake	A public service offered to various select organizations that provides training for employees required to obtain class 2 licenses and/or air brake endorsement.	Encounter - Training/Instruction	Transit - Operations
Training - Work Experience	A public service offered to those seeking work experience that provides them with a practical working environment.	Encounter - Training/Instruction	Transit
Transit Equipment Research & Development	A public service offered to original transit-related equipment manufacturers and equipment suppliers that provides assistance in developing new and/or improved equipment that will ultimately assist Winnipeg Transit in providing an improved level of service.	Encounter - Grant/Subsidy/Loan	Transit - Plant & Equipment
Transit Rider Items Lost & Found	A public service offered to transit riders who have lost personal items on the bus, that provides assistance in reacquiring the lost articles.	Commodity - Collection & Disposal	Transit - F&A
"Dial-a-Route-Transit" (DART)	A public service offered to bus riders in specific low density areas of the City that provides pick ups at the door and deliveries to the nearest intersection, and meeting main line buses in a timed transfer fashion at specific times of the day or week.	Transit Trip	Transit
Access - Landfill Site	A public service offered to waste haulers that provides access to an environmentally sound burial system for the disposal of unwanted community wastes.	Unreserved Asset Access	Water & Waste - SW
Bio-Solids Application	A public service offered to agricultural land holders that provides recycling of bio-solids from waste water treatment, application, and monitoring of the bio-solids application. This is done with environmental municipal approvals.	Commodity - Production & Distribution	Water & Waste - RO
Consulting - Basement & Overland/River Flooding	A public service offered to potential flood victims that provides advice on methods to minimize basement flooding, information flood forecasts, secondary sand bag or earthen dike requirements, dike construction education, flood protection assistance programs and a definition of "at risk" locations.	Encounter - Consulting/Counselling	Water & Waste - EN
Consulting - Hydraulic Systems	A public service offered to sprinkler system designers, insurance companies and consulting engineers that provides hydraulic performance data for a specific location in the water distribution system.	Encounter - Consulting/Counselling	Water & Waste - EN
Consulting - Waste & Pollution	A public service offered to industries that provides consultation on specific and hazardous solid and liquid waste disposal problems as well as review of pollution abatement plans to ensure compliance	Encounter - Consulting/Counselling	Water & Waste - LS

Service Name	Service Description	Classification	Accountable Organization Unit
	with Sewer By-law 7070/97 and Dangerous Goods Handling and Transportation Act.		
Dead Animal Removal	A public service offered to the general public that provides collection and disposal, in an environmentally consistent manner, of all dead birds and animals found on the streets and river/creek banks, within two hours of notification by the public.	Commodity - Collection & Disposal	Water & Waste - LWS
Granting - Waste Water Sewer Service Connection Repair	A public service offered to qualified homeowners that provides technical assessment and financial assistance for repair of house sewer service connections, as per Schedule "B".	Encounter - Grant/Subsidy/Loan	Water & Waste - EN
Ozone Depleting Substance (ODS) Appliance Collection & Disposal	A public service offered to ODS appliance disposers that provides collection and refrigerant removal of the community's unwanted refrigeration appliances - both from properties and from units delivered to the landfill - with ultimate appliance and refrigerant being recycled.	Commodity - Collection & Disposal	Water & Waste - SW
Permission - Bio-Medical Waste Hauling Vehicle Licensing	A public service offered to bio-medial waste haulers that provides inspection and licensing of vehicles for hauling treated bio-medical waste sharps to the landfill to ensure compliance with the Bio-medical Waste Sharps By-Law 6001/92.	Entitlement	Water & Waste - LS
Permission - Disposal at Landfill	A public service offered to waste disposers that provides approval of disposal of "special" but possible dangerous wastes (eg. asbestos) in the landfill. Involves review of characteristics of the waste as well as packaging thereof.	Entitlement	Water & Waste - SW, LS
Permission - Industrial Waste Water Licensing	A public service offered to waste water-producing industries that provides permission and licensing to discharge to the sewer system in accordance with the provisions of Sewer By-law 7070/97.	Entitlement	Water & Waste - LS
Permission - Land Drainage Discharge/Sump Pump Discharge	A public service offered to by-pass applicants that provides field inspections in response to by-pass application and determine safe discharge alternative to minimize hazardous and nuisance conditions.	Entitlement	Water & Waste - EN,LS
Permission - Potable Water Hauler Licensing & Monitoring	A public service offered to potable water haulers that provides inspection, licensing and monitoring of vehicles for hauling potable water.	Entitlement	Water & Waste
Permission - Septic Tank/Field Permits & Licensing	A public service offered to septic tank/field-owning residents and contractors that provides permission and inspection of private wastewater disposal systems to ensure compliance with Sewer By-Law 7070/97. Also providing advice to residents and contractors as well as dealing with failed	Entitlement	Water & Waste - LS

Service Name	Service Description	Classification	Accountable Organization Unit
	systems.		
Permission - Septic Waste Hauler Licensing & Monitoring	A public service offered to septic waste haulers that provides licensing and inspection of septic waste hauling vehicles as well as monitoring of loads discharged to ensure compliance with sewer By-Law 7070/97. Also licensing ensures appropriate disposal fees are collected.	Entitlement	Water & Waste - LS
Permission - Water Hydrant Use	A public service offered to water hydrant users that provides the customer with permission to install meter and backflow protection on hydrant for purpose of consuming water.	Entitlement	Water & Waste - LWS
Permission - Water and Sewer Contractor Licensing	A public service offered to contractors that provides, under provisions of the Water and Sewer By-laws, approval to perform water and sewer construction within public right-of-ways within the City of Winnipeg and monitoring of performance, through a review of Contractor qualifications and experience, and knowledge of City's water and sewer standards and specifications.	Entitlement	Water & Waste - EN
Permission - Water/Wastewater Material Standards Approval	A public service offered to water/wastewater material suppliers and manufacturers that provides a review of various water and wastewater products and appurtenances in comparison to standards and specifications for approval to use the City of Winnipeg, in response to suppliers' and manufacturers' requests to utilize products within the City of Winnipeg.	Entitlement	Water & Waste - EN
Potable Water Production & Distribution	A public service offered to the residents of Winnipeg that provides the supply, storage, treatment, pumping, distribution and metering of potable water.	Commodity - Production & Distribution	Water & Waste - RO, LWS
Potable Water Sales - Standpipes	A public service offered to private water haulers that provides sales of potable water from standpipes via coin or key operated devices. Water haulers provide transportable storage containers.	Commodity - Production & Distribution	Water & Waste - RO
Private Water Pipe Thawing	A public service offered to water service customers that provides thawing of private water pipes.	Protection/Mitigation	Water & Waste - LWS
Promotion - Solid Waste Minimization	A public service offered to waste minimization information seekers that provides information on waste minimization initiatives (the "four R's") through grants to WMAC, presentations to schools, composter demonstrations, mass media, partnerships with other environmental agencies.	Encounter - Campaign/Promotion	Water & Waste - SW
Promotion - Water Conservation	A public service offered to water conservation students that provides, in partnership with the Fort Whyte Centre, water conservation education through teacher training, displays, education material and manual, advertising and work shops.	Encounter - Campaign/Promotion	Water & Waste - EN
Recycling - Material	A public service offered to recyclable waste-producing residents that provides collection and disposal	Commodity - Collection &	Water & Waste

Service Name	Service Description	Classification	Accountable Organization Unit
Collection & Disposal	of: 14 recyclable materials collected weekly (50 per year) from blue boxes at single-family residential premises; eligible recyclable material from multi-family premises; specifically defined waste material (eg. Newspapers, aluminum cans, glass) from groupings of large AutoBins at specific locations throughout the City; bulk metal goods (including household appliances/hot water tanks); used tires; Christmas trees; tree leaves.	Disposal	- SW
Recycling - Material Processing & Sales	A public service offered to waste material recyclers, salvagers, and reusers that provides the processing and sales of recycled material, including blue box material (such as newspapers, glass, plastics, aluminum cans), bulk metal goods, used tires, Christmas tree wood chips (no charge), and leaves for composting (for soil conditioning).	Commodity - Sale/Lease/Provide	Water & Waste
Residential Bulky Waste Collection & Disposal	A public service offered to residential bulky waste disposers that provides the collection and disposal of material designated as "bulky," as specified in the Solid Waste By-law, as requested by the resident, and for a fee of \$10.00.	Commodity - Collection & Disposal	Water & Waste - SW
Solid Waste Collection & Disposal	A public service offered to solid waste-producing residents that provides collection and disposal of residual solid waste material from residential premises and small commercial premises.	Commodity - Collection & Disposal	Water & Waste - SW
Touring - Water & Waste Facilities	A public service offered to interested parties that provides tours of the various Water and Waste facilities (e.g. treatment plants, landfill, etc.).	Encounter - Campaign/Promotion	Water & Waste - RO, SW
Utility Infrastructure Locating	A public service offered to residents and contractors that provides the location of underground water mains, wastewater and land drainage sewers on surface or in ground prior to undertaking of any excavations.	Encounter - Consulting/Counselling	Water & Waste - EN
Waste Water Collection, Treatment and Disposal	A public service offered to waste water-producing residents that provides collection, transmission, treatment and disposal of waste water.	Commodity - Collection & Disposal	Water & Waste - RO, LWS
Water Conservation Device Sales	A public service offered to water conserving residents that provides the sale of low-water consuming devices to reduce water consumption and costs.	Commodity - Sale/Lease/Provide	Water & Waste - EN

April 22, 1998

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Appendix E

Internal programs

Internal programs

This appendix contains a listing of all of the internal programs identified to date and all of the resource-based internal services that support each program. This is a proposed list of programs as defined by the Project Team and may be modified by Senior Management to reflect the actual programs in which the City is engaged. As well, sub-programs may have to be defined. Once the list is finalized, all resource-based internal services will have to be categorized into one or more of these programs.

Listing of Internal Services by Program

Program Name

Internal Service Name

Financial Stewardship

Accounting
Auditing
Financial Planning & Budgeting
Financial Reporting
Financing
Funds Collection
Purchasing
Risk Management

Human Resource Stewardship

Collective Bargaining
Contract Management (external agents)
H.R. Counselling
H.R. Recruitment & Selection
H.R. Rehabilitation & Redeployment
H.R. Termination
H.R. Training & Development
Job Evaluation & Compensation Determination
Labour Relations
Occupational Health
Payroll & Benefits Administration
Workplace Safety & Industrial Hygiene

Information Stewardship

External Rules Interpretation
External Rules Monitoring
I.T. Application System Development
I.T. Application System Planning
I.T. Application System Support
I.T. Database Development
I.T. Database Planning
I.T. Database Support
I.T. Infrastructure Development
I.T. Infrastructure Operations & Maintenance
I.T. Infrastructure Planning
Internal Rules Development
Internal Rules Interpretation
Internal Rules Monitoring
Records Management

Physical Asset Stewardship

Electronic Communications Infrastructure Design & Construction
Electronic Communications Infrastructure Operations & Maintenance
Electronic Communications Infrastructure Planning
Facility Design & Construction
Facility Operations & Maintenance
Facility Planning
Fleet Acquisition
Fleet Maintenance
Fleet Planning
Hydro Infrastructure Design & Construction

Program Name***Internal Service Name***

Hydro Infrastructure Operations & Maintenance
Hydro Infrastructure Planning
Inventory Control
Land Drainage Infrastructure Design & Construction
Land Drainage Infrastructure Operations & Maintenance
Land Drainage Infrastructure Planning
Moveable Equipment Planning & Maintenance
Passive Structure Design & Construction
Passive Structure Operations & Maintenance
Passive Structure Planning
Property Acquisition & Disposal
Roadway Infrastructure Design & Construction
Roadway Infrastructure Operations & Maintenance
Roadway Infrastructure Planning
Waste Water Infrastructure Design & Construction
Waste Water Infrastructure Operations & Maintenance
Waste Water Infrastructure Planning
Water Infrastructure Design & Construction
Water Infrastructure Operations & Maintenance
Water Infrastructure Planning