

Contributing Departments

Internal Services 74%
 Corporate Finance 19%
 CAO Secretariat 7%
 Community Services 1%
 2007 Budget: \$35.0 million

Organizational Support Services

Includes:

- *Chief Administrative Officer and Senior Management Support Services*
- *Financial Management*
- *Human Resource Management*
- *Information Technology Management*
- *Legal Services*
- *Production Services*

Service Overview

DESCRIPTION

Organizational Support Services provides leadership and professional services to support the delivery of public services to the citizens of Winnipeg. By providing financial, human resource, and other specialized services, Organizational Support Services ensures that the civic organization has the capability and technical expertise to support the delivery of public services.

GOALS

1. **Corporate Administration**
The CAO has a leadership role in coordinating the efforts of all departments to ensure comprehensive, responsive and professional advice to Council. To provide organizational leadership in implementing Council's policies and priorities through proactive organizational planning, effective issues management, strategic communications, the provision of professional advice and follow-up through report management.
2. **Financial Management**
To provide sound financial stewardship towards responsible City government by strengthening financial performance, improving information for decision-making and managing risks and exposures.
3. **Human Resources**
To provide the organization with efficient and effective human resource management and support in order to sustain a diverse, respectful, safe, healthy and productive workforce.
4. **Information Technology**
To facilitate, guide and assist departments in the determination of Information Technology solutions that drive business value within departments.
5. **Legal**
To provide a full range of legal services to Council and its committees, the Chief Administrative Officer, and the civic public service.
6. **Production**
To deliver effective and cost efficient printing, graphic design, translation and mail services to the civic public service and elected officials.

SERVICE LEVEL STATISTICS

Description	2004	2005	2006
Corporate Administration			
No. of Administrative Reports Processed	633	592	595

Description	2004	2005	2006
Financial Management			
No. Accounting Transactions (accounts payable cheques)	52,917	49,236	43,025
No. of Workers Compensation Claims	975	1,016	1,054
No. of Tree Root Claims	5,144	4,093	4,077
No. of new claims (excluding tree roots)	2,058	2,231	2,282
Tax Supported Operating Budget	\$694 M	\$707 M	\$721 M
Utility Operating Budget	\$331 M	\$338 M	\$356 M
Capital Budget	\$205 M	\$298 M	\$311 M
Human Resources			
Number of Employees (2006)			8,335
Number of Unions & Collective Agreements	8	8	8
Salaries and Benefits as a % of the City's Annual Tax Supported and Utilities Operating Budget			45.1%
Average Age of City Employees/ Average Years of Service			43/15
Leadership development training participants	569	502	503
Compliance-related training program participants	1286	1626	1509
Recruitment – Internal	567	578	608
Recruitment – External (includes student/seasonal)	827	817	791
Information Technology			
City Network Infrastructure (local area networks - approximately 130 buildings)	220	330	370
E-mail Accounts	4560	5023	5568
Web Hosting	90 web applications / 4.5 M visits	90 web applications / 4.9 M visits	100 Web applications / 6.5 M visits
Database Storage Management (allocated GB)	13661	26880	65512
License Management			45,000
Web Mapping Requests	833,948	1,073,065	1,077,187
Legal			
Council/Committee meetings attended	97	110	105
Property transactions and agreements	642	685	674
Contracts	176	188	201
By-laws drafted / amended	189	236	248
By-law court guilty pleas and default convictions	358	514	569
Production			
Pieces of Mail Processed	3,124,240	3,550,005	3,500,000
Outsourcing / Internal Service Printing Requests	618	421	450
Project Management for Outsourced Contracts	2500	3500	3500
Internal Service Requests			
Translation - words translated	312,321	294,798	269,850

Strategic Direction

LINK TO *PLAN WINNIPEG*

- 2A-04 Promote Equitable Access to Facilities and Services
- 2B-01 Commit to Sustainability
- 2B-03 Commit to Responsive Government
- 2B-04 Provide Sound Municipal Management
- 2B-05 Meet High Standards of Service Delivery
- 2C-05 Support Provision of Information Technology Infrastructure
- 2D-01 Promote Higher Educated Workforce
- 2D-02 Promote Coordinated Delivery of Job Training Programs
- 4A-03 Expand Capacity to Address Safety

SYNOPSIS OF POLICY DIRECTION

While the City of Winnipeg Charter establishes the City's jurisdictional responsibilities, the City's governance and administrative structure is set out in Organizational By-law 7100. The Chief Administrative Officer, as the administrative head of the organization, is ultimately responsible for implementing all Council policies and resolutions. The CAO is guided in fulfilling these statutory duties by provincial legislation and a variety of Council by-laws and policies.

Plan Winnipeg sets out a long term vision for the City and serves as the basis for establishing additional public and internal service objectives. The Financial Management Plan (updated and adopted by Council on April 25, 2001) is the City's strategy for guiding its financial decision making, protecting its ability to meet its long-term obligations, and improving its economic position and financial stability. The Financial Management Plan sets forth the guidelines against which current and future budgetary and financial performance can be measured, and assists the City in planning fiscal strategy with a consistent, long-term approach. The HR Strategic Plan (adopted 2001) outlines the key success factors necessary to achieve "a dynamic and diverse workforce of highly skilled people working together to deliver excellent service to the community of Winnipeg." The City's Information Technology Strategic Plan (2002) sets out goals and objectives for the provision of affordable and sustainable IT and electronic communications services that meet organizational requirements.

KEY FACTORS INFLUENCING SERVICE DELIVERY

Corporate Administration

Citizens want greater transparency and accountability from their governments. City Council in turn is looking for greater

accountability from the public service.

Consequently there is considerable pressure to develop new and innovative processes to ensure that Council gets effective administrative advice in the decision-making process while at the same time ensuring that there is sufficient technical expertise to implement Council policies and resolutions in an efficient and effective manner.

Many of the issues covered by local media involve the City and there is a demand for 24-7 communications services to provide information to the news media in various formats.

Financial Management

Several years ago, the City embarked on a plan to achieve a more affordable government. Since that time, debt has been reduced, progress has been made in rebuilding our cash reserves, and property taxes have been reduced or frozen since 1998 (while many other Canadian cities have had significant property tax increases over this same period) and business tax rates have been reduced. As well, funding for front line services has been maintained while more funding has gone to priority programming such as policing, fire protection, and ambulance services over the past few years.

Credit rating agencies provide an independent perspective of the City's financial health. The September 28, 2007 report issued by Standard & Poor's credit rating agency has identified strengths in the following areas:

- Strong recent financial results
- Moderate and stable direct debt burden
- Robust and increasing cash and investment holdings
- Lengthy record of solid economic performances.

The report also identifies a weakness:

- Substantial infrastructure deficiencies.

In addition, the City of Winnipeg continues to be presented with other ongoing challenges, such as the pressure to maintain and enhance services, the commitment to a competitive tax environment, as well as inflationary pressures.

Human Resources

A significant portion of the civic workforce will be eligible to retire by 2011. Competition for talent is increasing across the public and private sectors in the face of aging workforces, lower unemployment rates, and an increasing demand for more skills, knowledge, experience and education. In the face of this challenge, we must continually assess our ability to recruit and retain

highly-skilled people and make the adjustments necessary to better position the City to compete. Change and ongoing evolution of legislation affects HR management and practices in areas such as:

- Overtime and leave provisions addressed in the Employee Standards Code.
- The use and protection of personal information in compliance with PHIA/FIPPA.
- Human Rights issues.
- Health and safety requirements under the Workplace Health and Safety Act and associated regulations.

The City has an obligation towards its permanent employees as a result of the employment security provision in the CUPE Collective Agreement and the alternative placement process of the WAPSO Collective Agreement. This limits flexibility in the allocation/placement of employees.

Our governance and policy environment must be updated to ensure our human resource management practices provide clear lines of accountability to facilitate the appropriate management of organizational risk.

The trend toward the implementation of shared services models shows promise in terms of cost efficiencies and optimization of human resource expertise. The model needs to be carefully considered for implementation.

Information Technology

There is a need to strengthen and clarify IT policies and rules that apply to all city organizations. An improved IT governance function will enhance opportunities of common cause, facilitate city-wide IT efficiencies, and facilitate IT investment prioritization.

IT initiatives must be described and understood in business terms – that make sense to business managers and those entrusted with allocating City resources. Risk is being mitigated by the Right-IT changes, and a standardization of business case processes.

Infrastructure failure has the potential for financial loss of revenue up to \$10 million; significant disruption in service; harm to reputation; and loss of key assets. Risk is managed through controls such as redundancy; off-site backups; the High Availability Initiative, distributed networks; fire suppression systems; physical security and insurance.

Legal

Significant and fundamental changes are occurring through legislative amendments which

make it difficult to predict how the courts will interpret the law.

Increased property values and the City's increased penalty rate are resulting in fewer tax sales and lower recoveries realized through associated fees

Production

Printing equipment has been upgraded and capacity for service/product delivery increased. Business goal of full cost recovery is on track

Demand for translation services is cyclical and unpredictable. However, there is legislative requirement to provide written communication in French to residents of the Riel Community.

There is a National shortage of qualified external service providers. Therefore, retention of existing staff is critical.

Summary of Goals and Strategies

1. **To provide organizational leadership in implementing Council's policies and priorities through proactive organizational planning, effective issues management, strategic communications, the provision of professional advice and follow-up through report management.**
 - Continue to engage Directors, Chief Financial Officer, and City Solicitor in a multidisciplinary review of reports and issues to ensure effective advice to Council.
 - Develop and implement a Balanced Scorecard performance management framework and system in 2008.
 - Continue to fine-tune a service-based view of the organization and use as a basis for aligning planning, budgeting and performance reporting.
 - Produce a Corporate Plan for the organization.
 - Lead the business planning process and participate in review of departmental submissions.
 - Maintain a proactive socio-economic and demographic research program, including the publication of a Trends Report in 2008
 - Ensure high quality reports through feedback and training, performance standards, and performance monitoring.
 - Research, develop and implement a needs-based media monitoring strategy for the organization.

2. To provide sound financial stewardship towards responsible City government by strengthening financial performance, improving information for decision making and managing risks and exposures.

- Identify efficiencies in processes/systems and implement changes to benefit the City.
- Report on and periodically review the City's Financial Management Plan.
- Provide financial and money management services to the City based on industry best practices.
- Garner benefits from standing order contracts.
- Provide timely, accurate and meaningful information from corporate systems to financial stewards.
- Provide input and leadership with respect to all major financial decisions made in the City.
- Provide an effective budget review process, including a service-based perspective.
- Provide easy to use City-wide supply chain processes.
- Develop and use the statistical and reporting potential of the Risk Management Information System.
- Leverage use of the internet and intranet.
- Strengthen the financial control environment.
- Assist departments in loss prevention.

3. To provide the organization with efficient and effective human resource management and support in order to sustain a diverse, respectful, safe, healthy and productive workforce.

- Develop an organizational HR governance framework.
- In the context of achieving cost efficiencies and optimization of human resource expertise, explore the potential for building a shared services model.
- Continue to implement and promote a shared understanding of the HR Strategic Plan, its goals and alignment to overall Council direction.
- Assess organizational needs and establish future priorities in consultation and collaboration with internal stakeholders, including civic unions.
- Develop an organizational labour relations strategy that effectively supports long-term workforce planning, and facilitates a shared/cohesive understanding of labour law interpretation and consistent application of collective agreement.
- Develop and nurture partnerships with external groups to foster inclusion of designated groups.
- Explore and implement system/business process improvements/enhancements that

facilitate improved financial/HR systems integration.

- Maximize employee safety and wellness to reduce organizational risk/liabilities and ensure legislative compliance.
- 4. To facilitate, guide and assist departments in the determination of information technology solutions that drive business value within departments.**
- Consult with and advise civic departments on the acquisition and application of information technology.
 - Effectively manage and deliver centrally provided information technology services.
 - Optimize service delivery by implementing best practices – specifically ITIL (Information Technology Infrastructure Library) processes.
 - Increase the provision of discretionary services to departments.
 - Minimize administrative overheads through efficient business practices and the use of shared services.
 - Price services at less than 90% of fair market price.
 - Increase value of CRM (Customer Relationship Management) initiatives.
 - Provide a desktop and/or laptop management service which includes a set of hardware and software configured for a single user except in shared arrangements.
 - Provide radio communications and electronics including the acquisition, installation, maintenance and support of 2-way radios, mobile data devices, and point-to-point microwave.
 - Offer a service desk for following pre-defined incident and problem management procedures through a central point of contact.
 - Coordinate vendor relationship management through licensing management.
 - Provide site-to-site backbone connectivity for a secure network connection to and from any site within the City.
 - Provide voice related services including the procurement and management of telephone services for all office and plant voice communications needs.
- 5. Provide a full range of legal services to Council and its committees, the Chief Administrative Officer, and the public service.**
- Minimize the City's risk and legal liability.
 - Provide legal support for organizational improvements and corporate initiatives.
 - Provide timely, consistent and cost-effective legal advice and services.

6. Deliver effective and cost efficient production services to the administration and elected officials.

- Make decisions on relative cost benefit of contracting out or internal production based on specific/unique print requirements of each request for service (best product for best price).
- Ensure best value for price on corporate print purchases.

- Provide graphic design advice and/or direct service.
- Ensure consistent mail delivery throughout the organization without interruption of service.
- Protect civic corporate image by managing translation that is destined for public dissemination.

Performance Information

1. CORPORATE ADMINISTRATION

EFFECTIVENESS

Starting in 2008, the average time required to respond to media requests for service during regular business hours (Monday to Friday, 8:30am – 4:30pm) will be measured.

EFFICIENCY

Performance Measurement	2006
% General Government*/Operating Expenditures	4.87%

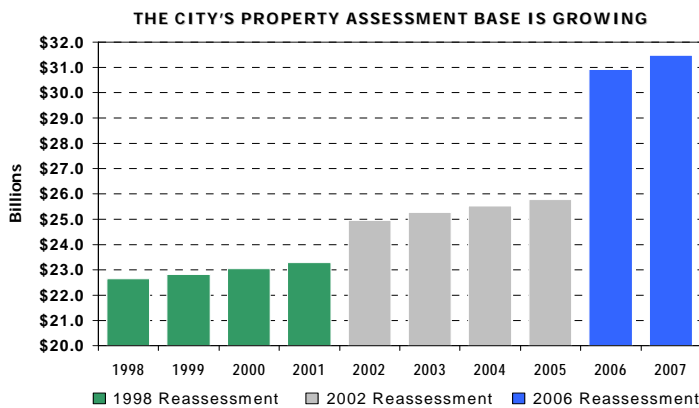
* HR, IT, Legal, Printing, Payroll and Purchasing costs have been allocated to these services.

Performance Measurement	2004	2005	2006
Number of CAO Secretariat staff (FTE)	22	20	21*

The centralization of communications and media relations resulted in a reduction of 5 positions in the organization.

2. FINANCIAL MANAGEMENT

EFFECTIVENESS – FINANCIAL MANAGEMENT PLAN GOALS



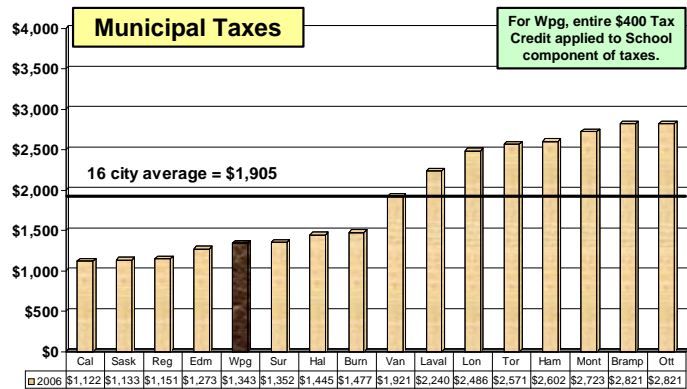
Goal: Promote economic growth

Target: Increase assessment base.

The City's property assessment base is growing.

Notes: Excludes fully exempt properties
Not adjusted for inflation
Assessments as utilized for budget purposes

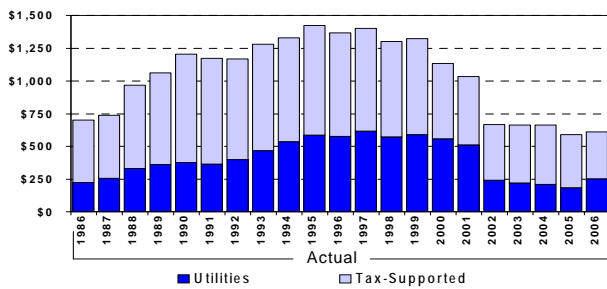
PROPERTY TAXES ON AVERAGE HOUSE



Source: City of Edmonton Residential Property Taxes & Utility Charges Survey, January 2007.
 Out of 26 cities in survey, used 16 largest cities (Regina and larger approx 200,000 plus population) that provided median data.

Goal: Support a competitive tax environment
Target: Municipal residential property taxes (excluding school taxes) below average of other Canadian cities.
 2006 municipal residential property taxes are below the average of other cities.

NET EXTERNAL DEBT PER CAPITA



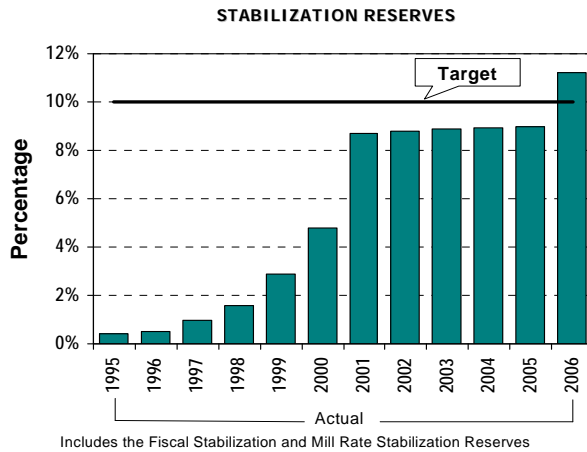
Goal: Reduce debt
Target: Reduce net external debt per capita to \$1,000 by 2009.
 Net external debt per capita goal reached in 2002 - \$612 for 2006.

Goal: Control expenditures
Target: Operating expenditures, adjusted for growth, should not exceed inflation.

The 2007 Consumer Price Index forecast for Winnipeg is 2.0%. The 2007 forecasted population growth for Winnipeg, compared to 2006, is 0.5%. The 2007 budget for tax-supported expenditures is up by 2.4% over the 2006 actual expenditures.

Goal: Maintain assets and infrastructure
Target: Implement the financial based recommendations from the Strategic Infrastructure Reinvestment Policy Implementation Committee (SIRPIC) Report.

As recommended in the SIRPIC report, since 2004, inflation and inventory growth have been added to the Public Works budget. As recommended in the SIRPIC report, one-half a per cent of awarded construction value for roads and bridges has been set aside beginning in 2005 for research. Since 2004 the Federal and Provincial governments have been providing increased capital funding to municipalities. The 2007 Adopted Capital Budget authorized \$427.3 million, up \$116.7 million or 38% from the 2006 Adopted Capital Budget of \$310.6 million.



Goal: Ensure adequate reserves
Target: Stabilization Reserves at a minimum of 10% of tax supported expenditures by 2009.

The 10% target has been reached and exceeded in 2006. Any excess over 10% may be used to fund one time expenditures, and a corresponding transfer was approved in the 2007 budget.

Goal: Expand E-government
Target: Strengthened business systems

The City continues to upgrade and build new business systems. Some new or planned projects are: PeopleSoft system upgrades for budgeting, financials and human resources; CrimeStat program, corporate web services; online Recreation Program registration and payment; Transit Schedule data on MTS cell phones; Water and Waste customer billing system; standardized business numbers, etc.

EFFICIENCY

Performance Measurement	2004	2005	2006
Financial Management Adopted Operating Expenditures as a percentage of Total City's Adopted Tax-Supported Operating Expenditures	1.73%	1.42%	0.97%

Performance Measurement	2004	2005	2006
Number of Financial Management staff (FTE)	106	102	96

Financial Management positions have decreased by 9% since 2004 and by 23% since 1998.

3. HUMAN RESOURCE MANAGEMENT

EFFECTIVENESS

INJURY FREQUENCY AND LOST TIME INJURY SEVERITY

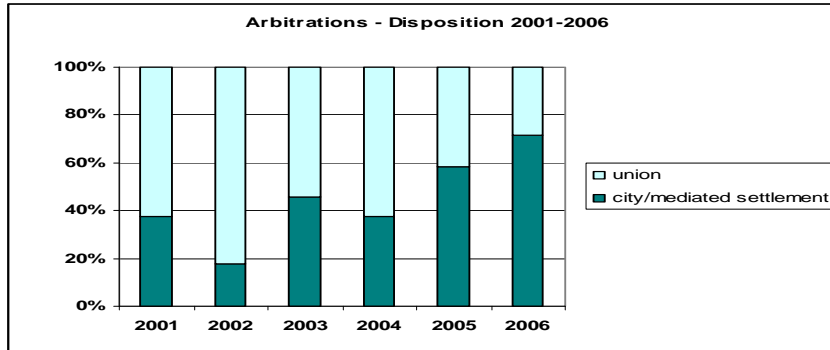
Performance Measurement	2005	2006
Lost Time Injury Frequency (# of lost time injuries/100 workers/year)	9.5	7.5
Lost Time Injury Severity (# of hours lost due to lost time injuries/100 workers/year)	no data available	1,500 Note: This data includes all time lost due to injury in this year regardless of the year in which the injury occurred.

Data Source: Human Resource Development Division

Note 1: Lost Time Injury Frequency and Lost Time Injury Severity are the two standard benchmarks when assessing workplace safety. The Provincial average for Lost Time Injury Frequency for 2006 was 4.6. Several key initiatives have been implemented or recommended with a view to improving the organization's safety record.

Note 2: The difference reflects additional data available for WPS and Transit Bus Operators. Also, Manual Refuse Collection was contracted out in this year. If the data is corrected to reflect the same populations in both years, there has been no decline in lost time injury frequency – both years average 8.5.

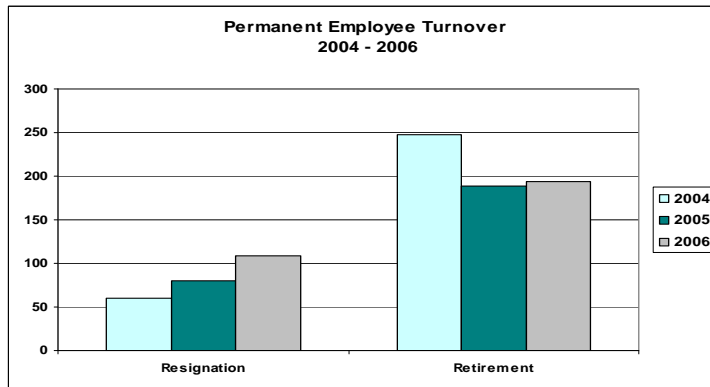
ARBITRATIONS



Strategic efforts to settle disputes before the arbitration stage and to take forward only those where there is a likelihood that the ruling will favour the City continue to result in reduced costs.

Data Source: Labour Relations/Research and Organizational Support Services Division

TURNOVER



Staff turnover is currently tracking at considerably lower than the National average. In 2006, voluntary terminations, including retirements, accounted for only about 3.5% of the total workforce (compared with Edmonton's turnover rate of 5.95%).

Data Source: Research and Organizational Support Services Division

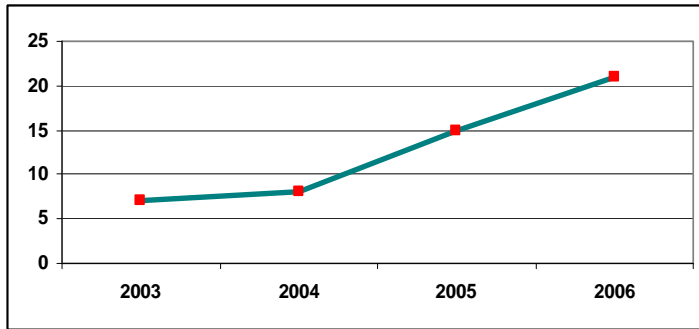
AVERAGE TIME PER HIRE – INTERNAL & EXTERNAL – 2008 MEASURE

Commencing In 2008 the average time it takes from the closing of a job posting or advertisement to the time the incumbent is in the position will be tracked.

SICK LEAVE USAGE

Since 2004, the City of Winnipeg, consistent with an overall national trend, has seen year over year increases in sick leave taken. In response to organizational increases the City implemented its Return to Work (RTW) and Attendance Management programs, effective January 1, 2007. Positive results have been evident for the first three quarters of 2007. Once full results are available for 2007, changes over time will be tracked and reported (starting in 2008).

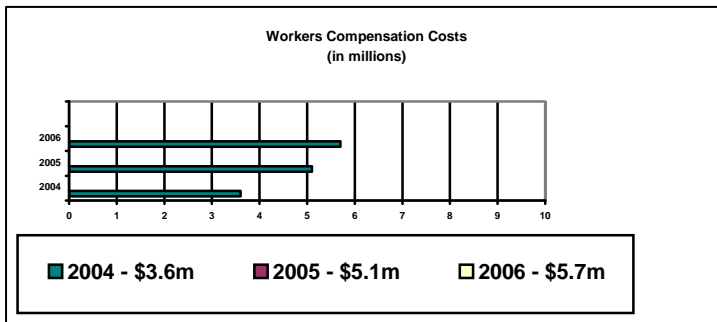
HUMAN RIGHTS COMPLAINTS



The increase in human rights complaints mainly relates to the issue of reasonable accommodation. As response to the policy continues to evolve and as the workforce ages these numbers are expected to increase. The measure of effectiveness/efficiency is that corporate resources to deal with this complex area have remained constant at 2003 levels.

Data Source: Human Resource Planning and Services Division

WORKERS COMPENSATION



Costs associated with workplace injury and disabilities have been on the rise. In response to this, the organization has made safety a priority and has established several key goals, including the creation of an Organizational Safety Governance Directive. The goal of the directive is to establish and monitor processes that will reduce frequency of claims.

Data Source: Corporate Finance Department

EQUITY AND DIVERSITY

Equity and diversity activities are intended to support the creation of a diverse workforce that is representative of the community. Progress continues to be made through outreach programs and special initiatives.

Representation of Designated Group Members As of January 2007				
Designated Group	1990	2006	2007	Benchmark * (LMA)
	%	%	%	%
Women	20.3	28.4	28.2	31
Aboriginal People	1.5	6.2	6.1	7.9
Visible Minorities	3.9	5.2	5.4	6.6
Persons with Disabilities	2.7	4.2**	4.5 **	4.8

Source: PeopleSoft Systems; City of Winnipeg and "Employee Demographic Report" for 1990.

* Benchmark established using labour market availability from Statistics Canada, 2001 Census; (Adjusted to reflect only the occupations in the City of Winnipeg) and 2001 Participation and Activity Limitation Survey for Disabilities.

** Not all employees who have developed a disability are being tracked.

Data Source: Human Resource Planning and Services Division

EFFICIENCY

Performance Measurement	2004	2005	2006
Number of Human Resource Staff (FTE)	62	61	57

4. INFORMATION TECHNOLOGY

EFFECTIVENESS

Service level agreements provide the key to effective performance measurement, laying out the “contract” that identifies type and volume of service.

The right staff with the right qualifications (Information Technology Infrastructure Library certified operational and technical staff) facilitate competent service provision.

Now that the Right IT model has been implemented, future year’s metrics will include:

- Ratio of sales to staff numbers.
- Price comparison of services to market offerings to derive information on savings to the City of Winnipeg.
- Year over year analysis of non-mandatory market segment sales.

Internal customers indicate high levels of satisfaction with workplace management support where virtually all questions/requests are acknowledged within 4 working hours and resolved within 48 working hours.

EFFICIENCY

Performance Measurement	2004	2005	2006
Number of IT Staff (FTE)	104	111	102

5. LEGAL

EFFECTIVENESS

Performance Measurement	2004	2005	2006
Ratio of # convictions (including guilty pleas) to total # of charges proceeded within By-law Court			97.99%
Customer satisfaction – informal feedback indicates a high level of satisfaction with all aspects of legal services. (Legal Services intends to solicit more formal feedback in 2008)			high

EFFICIENCY

Performance Measurement	2004	2005	2006
Hourly costs of legal services (includes salaries, benefits, operating costs and facility costs)			\$106
Number of lawyers per 100,000 citizens			2.52
This measurement compares very favourably to other Western cities with a similar organizational structure (Calgary – 4.40, Edmonton – 3.56; Regina – 3.90)			
Number of Legal Staff (FTE)	30	29	27

6. PRODUCTION

EFFECTIVENESS

A process for actively soliciting internal Customer feedback has been put in to place and is scheduled for implementation January 2007.

For Translation Services, service level agreements are in place with each civic department. For the administration, this is a fee for service model. For elected officials, it is provided gratis as requested. Competent and professional translation of public materials serves to meet legislative requirements and to maintain good community relations.

EFFICIENCY

Internal Printing

Note: calculations do not include supervisory and administrative support staff.

Municipality/Organization	# employees	# of impressions per yr	Avg per employee
Ottawa	3.4	6,000,000	1,765,000
Halifax	4	11,500,000	2,875,000
Winnipeg	3	12,000,000	4,000,000
Edmonton	10	34,000,000	3,400,000
Manitoba Hydro	8	19,000,000	2,375,000

Municipality/Organization	# employees	# of requests for service (jobs)	Avg per employee
Ottawa	3.4	2,100	618
Halifax	4	2,500	625
Winnipeg	3	3,000	750
Edmonton	10	5,000	500
Manitoba Hydro	8	6,000	750

Performance Measurement	2004	2005	2006
Number of Production Staff (FTE)	22	22	20

Translation

Cost per word	City of Winnipeg	\$0.23
	Federal Translation Bureau	\$0.50+
Turnaround time for 500 words translated (approx. 1 page)	City of Winnipeg	1 day
	Federal Translation Bureau	10 days

BENCHMARKING

Percent of General Government Expenditures* of Total Operating Expenditures

City	2006
Winnipeg	4.87%
Hamilton	6.60%
Toronto	3.50%
Ottawa	6.40%

Winnipeg ranks second lowest in percentage of general government as a total of operating expenditures.

* HR, IT, Legal, Printing, Payroll and Purchasing costs have been allocated to these services.

Financial Management - Comparison of Credit Ratings of Western Canadian Cities

City	Moody's	Standard & Poor's
Winnipeg	Aa1	AA
Calgary	No rating	AA+
Edmonton	No rating	AA+
Vancouver	Aaa	AA+