



2021-2023

# Corporate Strategic Plan

June 2021



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# Executive Summary

This corporate strategic plan outlines key administrative directions, goals, and priorities for the City of Winnipeg public service. It establishes a roadmap for the public service to become more responsive to the needs of Council and residents.

It sets four strategic directions for the public service.

These strategic directions focus on **culture, continuous improvement & innovation, communication & engagement**, and **customer service**. It also establishes outcome-based, key performance indicators to drive accountability and measure progress against its directions and many of its goals.

In this regard, the plan reflects several “firsts” for the public service.

It is the first corporate strategic plan developed specifically for the City of Winnipeg public service. It is the first corporate plan to focus its **key performance indicators** primarily on outcome rather than output measures. It is the first time the City of Winnipeg public service has adopted and committed itself to achieving **diversity and equity targets**, measuring and increasing **employee engagement**, achieving workplace **health and safety** outcomes, and making **financial management, continuous improvement, and innovation** key administrative priorities.

The plan provides directors and senior managers with direction on corporate administrative priorities when strategic planning at departmental and operational levels. It defines the public service’s **vision, mission, and values**. Its four strategic directions are consistent with *OurWinnipeg*, as well as key goals that align with many of the leadership and good governance policies outlined and proposed in *OurWinnipeg 2045*.

The public service is entrusted by Council to be prudent and responsible stewards of the City’s financial, social, and environmental assets, and is expected to undertake its work in an apolitical, professional, and efficient manner. The public service is also responsible for managing, implementing, and operationalizing Council decisions and policies, and for delivering services at Council approved service levels.

This plan sets the administrative direction necessary for the public service to become more resilient and responsive against a backdrop of limited resources, an ongoing global pandemic, growing socioeconomic inequality, and the growing need to become more sustainable in response to climate change.

A public service more resilient and responsive to the needs of Council and residents will better enable the City of Winnipeg to realize its vision of a vibrant, healthy, and inclusive city for all Winnipeg residents.

# The City of Winnipeg

The City of Winnipeg is the seventh largest city in Canada by population.

It is located at the junction of the Red and Assiniboine Rivers, almost at the geographic centre of North America. With an ethnically diverse population and diversified economy, Winnipeg is characterized by the diversity of its people and the steady growth of its economy.

About 56% of Manitoba's population lives within the City of Winnipeg. The city's population is forecasted to be about 785,000 in 2021. The census metropolitan area of about 870,000 residents makes it, and the City of Winnipeg, a dominant economic, social, and cultural driver within the province.

## Land & Water Acknowledgement

The City of Winnipeg lies within Treaty No. 1 Territory and the traditional homeland of the Metis.

The water we drink comes from Shoal Lake 40 First Nation on Treaty No. 3 territory. The City of Winnipeg recognizes the importance of First Nations, Metis, and Inuit peoples connected to the founding of the City, and the vibrant, diverse people who make up Indigenous communities today.

The City of Winnipeg acknowledges the harms and mistakes of the past, and dedicates itself to moving forward in partnership with Indigenous communities in a spirit of truth, reconciliation, and collaboration.

# Message from the Interim Chief Administrative Officer



A handwritten signature in black ink that reads "Michael Ruta". The signature is fluid and cursive.

**Michael Ruta, FCPA, FCA, M.S.M.**  
Interim Chief Administrative Officer

The Winnipeg public service is an incredibly passionate organization, and we should feel proud of the work we do. We do very special jobs – each one, in its own way, helping build, maintain, and strengthen a city experiencing steady population growth.

Together with Council, we work hard to make Winnipeg a great place to live, work, invest, build a career, and raise a family. Council looks to us to manage, implement, and operationalize their policies, deliver services at levels their constituents expect, and to be careful stewards of the City's financial, social, and environmental assets.

Council expects us to undertake our work in an apolitical, professional, and efficient manner. They look to us for guidance on ways to make our city better, and to make the services we deliver on their behalf more efficient, effective, and customer oriented. They rely on us to provide them with data and insight into our city and its demographics – data that is valid, reliable, and consistent, lending itself to evidence-based and informed decision-making that best balances any trade-offs in levels of service, taxation, risk, and budget priorities.

Above all, Council expects us to help them drive and deliver value into every service we provide our residents. As public servants, we have the incredible obligation of carrying this responsibility with us into everything we do by finding ways to continuously improve our processes to eliminate waste, improve services, and drive value for residents and businesses.

There is no shortage of challenges facing the public sector today. Financial resources are limited. Human resources are in high demand. Socioeconomic inequities and sustainability issues have been magnified by the global COVID-19 pandemic, and the manner and processes with which we work have been significantly disrupted. All of these challenges, compounded by high expectations of Council and residents, underscore the need for us to become a better, stronger, more efficient, and resilient public service.

This means fostering an organizational culture that is collaborative, aligned, value-driven, and results-oriented. The Winnipeg public service needs to continuously improve, innovate, and respond to increasingly complex social, health, environmental, and economic challenges, as well as a growing diversity in what services residents expect from their local governments.

We need to build a highly-engaged workforce that embodies reconciliation, and better enables us to recruit and retain top talent in an increasingly competitive and globalized labour market.

And we need to continue strengthening workplace safety and health, because when we look after our employees, keep them safe, and increase engagement, our employees are better able to look after the services we provide.

By living the values of respect, accountability, trust, and transparency, I believe we can become a more resilient public service, and one that is more responsive to the needs of Council and our residents. And by doing so, we will get closer to realizing the vision of a vibrant, healthy, and inclusive city for all Winnipeg residents.

# City Council & the Public Service

The relationship between **Council** and its professional **public service** is critical for the execution of good government. These two entities are integrated, but are legally distinct with differing roles, responsibilities, and perspectives.

City Council (Council) is the governing body of the City of Winnipeg and the custodian of its powers. Policymaking at the municipal level is defined and controlled by *The City of Winnipeg Charter (The Charter)*, a provincial government statute which provides for the majority of the powers and authority to the City of Winnipeg.

The roles of Council members and the public service are separate.

It is the role of Council to govern and lead the City from the perspective of democratically elected politicians. The role of the public service is to provide Council with policy advice and recommendations, manage resources, operationalize Council decisions, and deliver services to the public in the most efficient and effective way possible at service levels approved by Council.

Council also relies on the public service to provide them with data and insight into city operations as well as information about residents - data that is valid, reliable, and consistent so decision-making can be evidence-informed and best balance any trade-offs in levels of service, taxation, risk, and budget priorities.

The composition of Council is legislated under Part 3 of *The Charter*. Council is comprised of 15 elected Councillors and the Mayor. Each Councillor is elected by an individual municipal ward, while the Mayor is elected by a vote of the city-at-large. *The Charter* identifies the Mayor as head of council and chief officer of the city, as well as an *ex officio* member of every committee of Council. Members of Council are democratically accountable to Winnipeg residents, and hold office for four-year terms.

Council exercises its powers either by bylaw or resolution passed at regular or special meetings. Pursuant to *The Charter*, Council has the authority to establish committees of Council, and Council may delegate a power, duty, or function to a committee of Council or city employee. Currently, there are six Standing Policy Committees of Council whose chairpersons are appointed by the Mayor.

These Standing Policy Committees engage with respective departments within the public service to scrutinize budgets, service levels, and performance. They provide policy advice to Council, and report to Council through the Executive Policy Committee (EPC) on matters respecting their areas of jurisdiction.

The EPC makes recommendations to Council for the appointment, suspension, or dismissal of statutory officers. This includes the appointment and supervision of the Chief Administrative Officer, who is responsible for managing the public service.

# Alignment with *OurWinnipeg*

This strategic plan aligns with key elements of both the proposed *OurWinnipeg 2045* as well as the current version of *OurWinnipeg*.

*OurWinnipeg* is the City of Winnipeg's overall development plan. *OurWinnipeg 2045* is an updated development plan that sets a new 25-year vision for the City. It establishes high-level goals and aspirations for the City, and informs citywide decision making with respect to physical, social, environmental, and economic policy.

This corporate strategic plan reflects the public service's responsibility as an apolitical organization in fulfilling key *OurWinnipeg 2045* goals, objectives, and policies relating to leadership and good governance. It also reflects several enabling strategies in *OurWinnipeg* that support efficient and focused civic administration and governance.

The public service, administratively, fulfills a critical role in meeting many of the leadership and good governance objectives outlined in *OurWinnipeg 2045*. As a large public sector employer of approximately 10,000 employees, it is incumbent on the public service to strengthen inter-departmental coordination, improve communication, build trust with residents and Councillors, and foster an organizational culture that is results-oriented, aligned, and collaborative.

The public service has responsibility for fulfilling specific *OurWinnipeg2045* policies including:

**1.4 Integrated Knowledge and Resources** – coordinate inter-departmental systems, projects, and resources, making the best use of internal and external expertise to better understand service needs, find the most appropriate solutions, optimize resources, and maximize community outcomes.

**1.5 Evidence-Informed Decisions** – invest in data and technology in order to support objective, evidence-informed decision-making; support open government and open data principles for collection and sharing; help coordinate records and information management; and improve process efficiency and results-based service delivery. Residents are entitled to know, understand and consent to the data collected about them.

**1.9 Responsive Change Management** – monitor and evaluate municipal investment and divestment, activities, risk of action or inaction, and outcomes for effectiveness, through a relevant set of sustainability goal indicators, benchmarks and targets, and analysis of local and global community trends.

**1.18 Responsive, Representative and Resilient Workforce** – provide responsive municipal service delivery, through an accountable, informed, qualified, competent, creative, healthy, and productive workforce that is representative of the community it serves.

**1.19 Equitable Service Access** – achieve best practice standards in equitable customer service and communications, enabling all community members to understand and navigate municipal service-delivery systems and decision-making processes, in the official language of their choice.

**1.20 Succession Planning** – provide ongoing employment, professional, and leadership development opportunities within the City, including for systemically disadvantaged groups.



# City of Winnipeg Strategic Planning

The City of Winnipeg public service does not have a corporate strategic planning process separate from the budget planning process. However, it undertakes a host of strategic planning activities, and has adopted many different strategic plans and policies across the organization.

Strategic plans and policies can originate differently within the organization:

- **Council direction** – many of the strategic plans currently in place are undertaken at the direction of Council. Examples include the Pedestrian & Cycling Strategies and Action Plan as well as the Climate Action Plan.
- **Legal requirements** – some strategic plans are a legal requirement the Province of Manitoba has for the City of Winnipeg. *OurWinnipeg 2045*, for example, is legally required of the City.
- **Federal & provincial regulation** – other strategic plans are required under provincial regulations. The Biosolids Master Plan as well as the Combined Sewer Overflow Master Plan are examples of plans that are regulatory requirements of the provincial government.
- **Governance requirements** – the Winnipeg Police Service operates under a unique governance structure. It is governed and overseen by the Winnipeg Police Board and has its own strategic plan, *A Culture of Safety for All, 2020-2025*, as well as its own annual business planning process.

Strategic plans in the City serve different, but equally important purposes. Generally, strategic plans are used to:

- **Set policy & direction** – strategic plans help support policy development and set direction for a department or the City. The Winnipeg Fire Paramedic Service Master Plan, for example, outlines key directions and policies necessary to meet service requirements today and into the future.
- **Prioritize & align resource allocation** – resource allocation and prioritization are undertaken through the City of Winnipeg budget process. The Multiyear Budget: 2020 represents the City of Winnipeg’s four-year plan for revenue, expenditures, and capital investment. The budget reflects and represents Council’s priorities, and its revenue and expenditure policies. It outlines how financial resources such as property tax, business tax, and government grants will be allocated.
- **Educate & inform** – departmental strategic plans, such as the Corporate Finance Strategic Plan, as well as issue-specific strategic plans like the Poverty Reduction Strategy, educate and inform residents and City employees about a department’s goals, objectives, priorities, regulatory environment, risks, and operating environment.

A comprehensive list of existing City of Winnipeg’s strategic plans and policies is available on the City’s website: [winnipeg.ca/interhom/cityhall/strategic-plans-policies.stm](http://winnipeg.ca/interhom/cityhall/strategic-plans-policies.stm)

# The Strategic Priorities Action Plan

*OurWinnipeg 2045* identifies a future need to prepare a **Strategic Priorities Action Plan**. It is cited as a critical step toward achieving the long-term, 25-year goals and objectives of *OurWinnipeg 2045*.

The Strategic Priorities Action Plan will be a detailed list of prioritized outcomes and actions Council wants to achieve through a four-year term that they feel deliver on *OurWinnipeg 2045*'s policy commitments. This plan will help align and integrate an incoming Council's priorities over a four-year term together with existing city services, revenues, service levels, as well as existing city-wide plans and strategies.

Most importantly, it provides an opportunity to establish a corporate strategic planning process distinct from the budget planning process. This would allow Council priorities and actions to be established before resources are allocated through the development of the City's second, four-year multiyear budget in 2023.

Aligning these processes and elements is a recognition that the basis on which Councillors and the Mayor seek election, and the mandates on which they are ultimately elected, need to become a shared priority with the public service. Historically, this is an element of strategic planning that has been missing.

Year	2021	2022	2023	2024	2025	2026	2027
<b>Term of Council</b>	Year 3	Year 4	Year 1	Year 2	Year 3	Year 4	Year 1
<b>Four-Year Multiyear Budget</b>	Year 2	Year 3	Year 4	Year 1	Year 2	Year 3	Year 4
<b>Strategic Priorities Action Plan</b>	N/A	N/A	<i>Developed with Incoming Council</i>	Year 1	Year 2	Year 3	Year 4
<b>Corporate Strategic Plan</b>	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	Year 4

Misalignment of Plans & Planning Cycles

Alignment of Plans & Planning Cycles

This corporate strategic plan reflects the public service's administrative responsibility as an apolitical organization in fulfilling *OurWinnipeg 2045*'s Leadership and Good Governance goal, the outcomes for which the Chief Administrative Officer can be held directly accountable. The core administrative priorities and outcomes outlined in this plan will align with and become an important part of the Strategic Priorities Action Plan.

# Vision, Mission, & Values

This strategic plan sets the **vision, mission,** and **values** for the public service.

An organization's vision represents its overarching goal; its mission represents its reason for being; and its values represent the organization's core beliefs that guide its work and actions.

The vision, mission, and values for the City of Winnipeg's public service are:

## **VISION**

A vibrant, healthy, and inclusive city for all Winnipeg residents and visitors.

## **MISSION**

Achieve effective and efficient service delivery through a collaborative, engaged, and value-driven organizational culture.

## **VALUES**

**Accountability** – as stewards of public assets and the work we do

**Diversity** – in who we are

**Respect** – for each individual person

**Trust** – with elected officials and the residents we serve

**Transparency** – in all we do

# Key Strategic Directions & Goals

The public service is committed to focusing on four strategic directions that will better position the organization to serve Council and residents.

- **CULTURE** – foster a collaborative, engaged, and value-driven organizational culture embodying reconciliation, diversity, and inclusion.
- **CONTINUOUS IMPROVEMENT & INNOVATION** – drive continuous improvement and performance measurement in processes and procedures across the organization.
- **COMMUNICATION & ENGAGEMENT** – collaborate to improve internal and external communication with elected officials, residents, employees, and businesses.
- **CUSTOMER SERVICE** – improve the efficiency, effectiveness, and responsiveness of city services.

## **STRATEGIC DIRECTION #1: CULTURE – foster a collaborative, engaged, and value-driven organizational culture embodying reconciliation, diversity, and inclusion**

As a public sector employer, the public service strives to foster employee engagement, keep its employees safe and healthy, better reflect the residents it serves, manage risk in an open and transparent manner, and embody its commitment to reconciliation, diversity, and inclusion daily.

### **GOAL 1.1 – Measure & Increase Employee Engagement**

Building a highly engaged workforce begins with measuring **engagement levels** across the organization.

Employee engagement represents the extent to which an organization’s employees feel passionate about their jobs, are committed to the organization and, most importantly, are willing to put discretionary effort into the work they do.

Organizations with a highly engaged workforce **perform better**, are **more productive**, and can reduce costs through lower turnover rates.

Measuring engagement levels across the organization provides the data and strategic insight necessary for the organization to undertake initiatives to not only increase engagement levels, but also identify areas where employees are actively disengaged. It can also help managers and senior managers identify where in the organization human talent, energy, and creativity are missing or underutilized.

Annual engagement surveys will enable the organization to assess the effectiveness of any steps taken to strengthen engagement across the public service.

As a large-scale employer with almost 10,000 employees, it is critical to implement an enterprise-wide employee engagement strategy with a goal toward increasing the percentage of employees actively engaged, decreasing the percentage actively disengaged, while targeting annual turnover within the organization to no more than 10% annually.

### **Key Performance Indicators:**

- ✓ Engagement survey response rate – minimum of 75%
- ✓ Percentage of employees actively engaged – annual increase toward 80%
- ✓ Employee turnover rate – not to exceed 10% annually

### GOAL 1.2 – Embody Reconciliation

The public service recognizes the importance of Canada’s original peoples – First Nations, Metis and Inuit – to the founding of the country and city. Each has contributed culture, values, and vision that continue to be important to Winnipeg’s shared future.

Winnipeg is also home to the **largest Indigenous population** of all major cities in Canada.

In 2016, 84,300 people identified as Indigenous, representing about 12% of Winnipeg’s overall population. Winnipeg’s Indigenous population is increasing significantly faster than its non-Indigenous population, growing 16.5% between 2011 and 2016 compared to 4.9% for the City’s non-Indigenous population.

**Reconciliation** must remain a foundational commitment within the culture of the organization. And it is a commitment that must be shared by each employee.

This means learning about the community’s shared history with Indigenous people, seeking out and listening to Indigenous voices, and actively reflecting these perspectives in how services and programs are designed and delivered.

The public service will continue to build awareness of Winnipeg’s Indigenous Accord and increase its signatories. It is committed to increasing the number of employees who self-identify as Indigenous. And it is also committed to implementing Truth and Reconciliation Commission of Canada Calls to Action relating to municipalities.

#### Key Performance Indicators:

- ✓ Signatories to Winnipeg’s Indigenous Accord – annual year-over-year increase in signatories
- ✓ Truth & Reconciliation Commission of Canada Calls to Action – ongoing implementation of Calls to Action relating to municipalities
- ✓ Percentage of employees who self-identify as Indigenous: annual increase toward to 12%
- ✓ Percentage of senior managers who identify as Indigenous: annual increase toward 12%

### GOAL 1.3 – Increase Diversity, Inclusion, & Employment Equity

Locally and globally, the City of Winnipeg finds itself at a pivotal moment as local residents and people across the world vow to **eliminate racism**, build **greater inclusion**, and achieve social and **economic equity**. Within Winnipeg, all residents deserve to be treated with dignity and respect, and without fear of discrimination. So too for employees within the public service.

As a large public sector employer in Manitoba, it is critical the public service strives to better reflect and represent the residents it serves. The public service has taken steps over the past number of years to diversify its workforce in order to better represent its population, but more work needs to be done.

It is essential to recruit from a diverse, well-qualified pool of applicants. The public service must collaborate in partnership with its unions to actively identify and remove barriers to employment to better enable full participation from its employees. It must also strive to become an organization whose workforce is better representative of the community it serves, at all levels of the organization, with full consideration of intersectionality among equity groups.

#### Key Performance Indicators:

- ✓ Percentage of employees who self-identify as:
  - **Women** – annual increase toward 50%
  - **Indigenous** – annual increase toward 12%
  - **Persons with Disabilities** – annual increase toward 9%
  - **Racialized People** – annual increase toward 13%
- ✓ Percentage of senior management employees who self-identify as:
  - **Women** – annual increase toward 50%
  - **Indigenous** – annual increase toward 12%
  - **Persons with Disabilities** – annual increase toward 9%
  - **Racialized People** – annual increase toward 13%

## GOAL 1.4 – Improve Workplace Safety & Health

The City of Winnipeg committed in April 2018 to becoming **SAFE Work Certified**. This is a voluntary standard for workplace safety and health launched by SAFE Work Manitoba in January 2017.

Certification through the SAFE Work program helps organizations reduce workplace injuries and illnesses as well as promote a culture of safety. The standard is built on three essential principles: **leadership, hazard control, and worker participation**. These principles are essential to reducing accidents, injuries, and occupational illness.

Through the SAFE Work certification process, City of Winnipeg departments are able to examine details of their safety plans to ensure effective systems are in place to prevent hazards. Community Services, Winnipeg Fleet Management Agency, Municipal Accommodations, Property, Planning & Development, and a number of units in the department of Water and Waste have already achieved certification.

Achieving SAFE Work Certification across all departments within the public service is key to the organization's safety and health strategy. So too is ensuring employees have access to resources necessary to support their mental health and well-being.

### Key Performance Indicators:

- ✓ Number of Departments SAFE Work Certified – annual increase
- ✓ Organizational Lost Time Injury Rate – annual reduction
- ✓ Organizational Lost Time Injury Severity Rate – annual reduction
- ✓ Workplace Illness Reported in Workers Compensation Board Claims – annual reduction
- ✓ Workers Compensation Board related costs – annual reduction

## GOAL 1.5 – Strengthen Financial Management & Accountability

The public service does not have authority to generate new revenue nor allocate financial resources without Council approval.

Annually, it is Council that approves both **operating and capital budgets** for the City of Winnipeg. Through the budget process Council prioritizes city services, service levels, and city programming for investment or disinvestment. These decisions are reflected in the adopted budget which becomes the framework for the financial operations of the City.

With the adoption of the City of Winnipeg's first **multiyear budget in 2020**, the financial framework for the City is adopted through an update that is reviewed by Council on an annual basis.

The public service is entrusted by Council to manage the operations and financial resources of the City of Winnipeg in accordance with the adopted budgets, Council policy, administrative standards, and provincial legislation as it relates to finance, accounting, sinking funds, and other financial management requirements.

The public service is responsible for managing these resources in accordance with adopted budgets, and for ensuring Council approved service levels are being met.

### Key Performance Indicators:

- ✓ Departmental operating expenditures – not to exceed Council adopted budgets
- ✓ Support services expenditure ratio – not to exceed 5% of annual operating expenditures
- ✓ Value-added audit recommendations implementation – five year rolling implementation rate of 90%

**GOAL 1.6 – Expand the existing risk management framework into a comprehensive enterprise risk management program to better identify, understand, and evaluate risk to the organization**

Managing **risk** in the public service can often become synonymous with avoiding or eliminating risk. This can overly limit the organization’s ability to continuously improve, grow, and change. There can also be a reluctance among employees to take risks out of fear of political exposure or embarrassment.

The public service is committed to managing **organizational risk** in a way that reduces financial exposure, but allows for continuous improvement, growth, change, and innovation.

Through the development of a comprehensive **enterprise risk management program**, the public service will be better positioned to identify, understand, and evaluate risks allowing it to respond with appropriate actions to measure, prioritize, and manage risk through loss prevention and reduction strategies, insurance programs, and contractual transfer.

**GOAL 1.7 – Enhance employee development through regular performance reviews**

Managing employee **development** and **performance** is a critical role for managers across the public service.

Providing meaningful feedback to employees on work requirements, goals, and priorities helps increase engagement levels. It contributes to improved communication, understanding, productivity, and trust. It can also strengthen employee knowledge, skills, and competencies, and enhance their ability to contribute to departmental and organizational goals.

**Key Performance Indicators:**

- ✓ Employee development and performance review completion rate – annual increase toward 100%

## STRATEGIC DIRECTION #2: CONTINUOUS IMPROVEMENT & INNOVATION – drive continuous improvement and performance measurement in key processes and procedures across the organization

As stewards of public resources, it is critical all employees continuously look for ways to **improve existing processes** and systems to make service delivery more **effective** and **efficient**. It is also important for senior leadership to promote, encourage, and enable continuous improvement efforts at the middle management and supervisory levels.

**Continuous improvement, innovation, and performance measurement** help to not only improve the efficiency and effectiveness of existing frontline services, but also help drive efforts to deliver greater value and reduce waste across the organization's supply chains and procurement processes.

At its core, continuous improvement begins with developing a shared, enterprise-wide understanding and appreciation of the organization's existing processes and systems. Equally important is having an organizational culture that supports and encourages employees and senior managers to be open to change. Too often, existing processes and the status quo are viewed as places of sanctuary and security which employees can be more inclined to protect than to change and improve.

These **six principles** help guide and enable continuous improvement efforts across the public service:

- **Encourage quick wins** – continuous improvement efforts can too often fail when they become overly complex or ambitious. Small, achievable improvements – or “quick wins” – can make a significant difference by building momentum, confidence, and growing the space for change within the public service.
- **Simplicity before automation** – every effort should be made to simplify processes before adding or layering information technology solutions.

- **Low cost** – continuous improvement success can often be achieved with little or no cost. Low cost improvements should be prioritized.
- **Tough on processes, not people** – finding ways to improve a process, identify and fix problems, or improve a service must be tough in its rigor and approach to problem deconstruction, but not on colleagues or employees.
- **Transcend departmental silos** – system processes and services within the public service often transcend organizational structures, departments, and divisions – so too must the organization's continuous improvement efforts.
- **Transferability** – improvements in one department should be shared and offered for adoption across the organization.

### GOAL 2.1 – Identify, review, and improve key city processes across the public service

### GOAL 2.2 – Strengthen linkages between service level goals and their measurements to help communicate and drive performance

#### Key Performance Indicators:

Continuous improvement and innovation efforts across the organization should demonstrate measurable improvements in one of the following three ways:

- ✓ Service level satisfaction – increased customer satisfaction
- ✓ Service delivery efficiency – increased efficiency with which services are delivered
- ✓ Service effectiveness – increased quality of services delivered



### STRATEGIC DIRECTION #3: COMMUNICATION & ENGAGEMENT – collaborate to improve internal and external communication and engagement with elected officials, residents, employees, and businesses

The public service has four primary audiences: **democratically elected Council members, City of Winnipeg residents, businesses, and its own employees.**

All elements of the organization benefit when elected officials, the public service and its employees, residents, and businesses collaborate and communicate effectively.

Meaningful and consistent **public engagement** is also important. It improves decision-making. It supports Council by providing perspectives, opinions, and input from residents and community stakeholders. It also helps strengthen relationships and build trust between Council, the public service, and residents.

The City's **Open Government Policy** provides the framework through which the public service strives to become more open and transparent.

This framework has contributed to significant increases in the amount of information available to the public. The City's **open data portal** currently hosts over 160 different datasets in machine readable format and is updated regularly. The City has designed a host of **online dashboards** tracking progress on large capital projects as well as open budget tools to explore capital expenditures.

The public service also publishes on its website records issued in response to requests submitted under *The Freedom of Information and Protection of Privacy Act* (FIPPA), allowing this information to be openly and transparently available to the public.

### GOAL 3.1 – Improve communication with elected officials across departments

#### Key Performance Indicators:

- ✓ Responses to the CAO Inquiry Line – 90% of responses provided to members of Council within 72 hours
- ✓ Council 311 Service – 90% of requests to the Council 311 service responded to within 72 hours

### GOAL 3.2 – Improve communication with residents across departments

The primary channels through which the public service communicates with residents is **311**, the City's **website**, responses to *Freedom of Information and Protection of Privacy Act* requests, as well as through **social** and **mainstream media**. It is through these tools and channels the public service can improve its communication with residents.

#### Key Performance Indicators:

- ✓ 311 wait time – calls to 311 answered within an average of 3 minutes or less
- ✓ Utility Billing Centre wait time – calls answered within an average of 3 minutes or less
- ✓ Public Engagement – 90% of public engagement opportunities receive a minimum of two-weeks public notification
- ✓ Open Data Portal – increase the number of datasets publicly available on the portal
- ✓ FIPPA Response Time – 80% of responses to FIPPA requests provided within 45 days

### GOAL 3.3 – Improve communication with businesses across departments

The primary channels through which the public service communicates with business is through its **permits**, **land development**, and **inspection** offices, its external economic development agency (**Economic Development Winnipeg**), as well as its external downtown development agency (**CentreVenture**). It is through these tools and channels the public service can improve its communication with businesses.

**Key Performance Indicators:**

- ✓ Satisfaction with promoting economic development – minimum of 80%
- ✓ Business engagement at the preliminary design stage of construction projects – 90% of construction projects engage affected businesses at the preliminary design stage

**GOAL 3.4 – Improve communication with employees across departments**

Interdepartmental as well as intradepartmental communication with employees is critical to fostering a collaborative organizational culture. Effective communication between employees and their managers helps build trust and morale. Equally important is ensuring strong communication across senior management and their departments. Open and regular communication can also contribute to increased **employee engagement**.

**Key Performance Indicators:**

- ✓ Engagement survey response rate – minimum of 75%
- ✓ Percentage of employees actively engaged – annual increase toward 80%

**STRATEGIC DIRECTION #4:**  
**CUSTOMER SERVICE – improve the efficiency, effectiveness, and responsiveness of city services**

**GOAL 4.1 – Identify and define customer LOS for existing city services**

The City of Winnipeg delivers 39 different services to residents, businesses, and visitors of the city. The level at which these services are provided is referred to as **levels of service (LOS)**. LOS can be either technical in nature (service life of bridges) or customer in nature (garbage pick-up once per week). Customer LOS focus on customer outcomes and front-line service delivery, and by policy are required to be approved by Council.

**Key Performance Indicators:**

- ✓ Number of service areas with defined levels of service – annual increase

**GOAL 4.2 – Increase understanding and transparency of service costs relative to LOS**

The public service is responsible for providing Council with data and insight into existing LOS including its cost, efficiency, and effectiveness. Providing data that is valid, reliable, and consistent, lends itself to evidence-based and informed decision-making that best enables Council to balance any trade-offs in LOS with taxation, risk, and other budget priorities.

**Key Performance Indicators:**

- ✓ Number of service areas with completed levels of service costing – annual increase.

**GOAL 4.3 – Maintain customer service satisfaction levels**

Interacting with residents, businesses, and visitors about the services and programs provided by the City is centrally managed through the public service's 311 call centre. The 311 service is available 24 hours a day, 7 days a week, 365 days a year. It also works with customer service areas in the departments of Water & Waste, Transit, Assessment & Taxation, as well as Property, Planning & Development.

311 offers a single point of entry for **information requests** about City services and programs or to make **service requests**. Information requests to 311 can include requests for transit schedules, enrolment in programming, or library hours. Service requests to 311 can include requests to fix water main breaks, a bulky garbage pickup, building inspections, or to fill a pothole.

While centrally managed, **service requests** are routed to and become the responsibility of individual city departments within the public service who respond based on established response times. Last year (2020), 311 answered 674,011 calls of which 374,623 (55%) were service related.

**Key Performance Indicators:**

- ✓ Service request overdue rate – 95% of service requests meet defined service level response times
- ✓ Customer service satisfaction – maintain an overall customer service satisfaction rate of 80%
- ✓ Customer service response time – maintain an overall response time satisfaction rate of 80%

# APPENDIX – CORPORATE STRATEGIC PLAN: PLAN ON A PAGE



## VISION

A vibrant, healthy, and inclusive city for all Winnipeg residents and visitors.



## MISSION

Achieve effective and efficient service delivery through a collaborative, engaged, and value-driven organizational culture.



## VALUES

**Accountability** – as stewards of public assets and the work we do  
**Diversity** – in who we are  
**Respect** – for each individual person  
**Trust** – with elected officials and the residents we serve  
**Transparency** – in all that we do

## STRATEGIC DIRECTIONS

1. **CULTURE** – foster a collaborative, engaged, and value-driven organizational culture embodying reconciliation, diversity, and inclusion.

2. **CONTINUOUS IMPROVEMENT & INNOVATION** – drive continuous improvement and performance measurement in processes and procedures across the organization.

3. **COMMUNICATION & ENGAGEMENT** – collaborate to improve internal and external communication with elected officials, residents, employees, and businesses.

4. **CUSTOMER SERVICE** – improve the efficiency, effectiveness, and responsiveness of city services.

## STRATEGIC GOALS

- 1.1 – Measure & increase employee engagement
- 1.2 – Embody reconciliation
- 1.3 – Increase diversity, inclusion, & employment equity
- 1.4 – Improve safety & health
- 1.5 – Strengthen financial management & accountability
- 1.6 – Expand risk management framework
- 1.7 – Enhance employee development & performance

- 2.1 – Identify, review, and improve key city processes across the public service
- 2.2 – Strengthen linkages between service level goals and their measurements to help communicate and drive performance

- 3.1 – Improve communication with elected officials across departments
- 3.2 – Improve communication with residents across departments
- 3.3 – Improve communication with businesses across departments
- 3.4 – Improve communication with employees across departments

- 4.1 – Identify and define customer level of service (LOS) for existing city services
- 4.2 – Increase understanding and transparency of service costs relative to LOS
- 4.3 – Maintain customer service satisfaction levels

## KEY PERFORMANCE INDICATORS

- % of employees actively engaged
- Employee turnover rate
- Employee equity targets for women, Indigenous, disabilities & minorities
- SafeWork certification levels
- Lost time injury rate
- Support services expenditure ratio

- Service level satisfaction
- Service delivery efficiency
- Service effectiveness

- 311 wait time
- FIPPA response time
- CAO inquiry line response time
- Council 311 response time
- Administrative report submission targets

- Service areas with defined levels of service
- Service areas with completed levels of service costing
- Service request overdue rate
- Customer service satisfaction
- Customer service response time



# City Contact Information

Information on the City of Winnipeg is available at [winnipeg.ca](http://winnipeg.ca)  
Inquiries may also be directed to **311** | Outside of Winnipeg: **1-877-311-4974**

