



# 2018-2021 Corporate Finance Strategic Plan

# Vision

To be a vibrant and healthy city which places its highest priority in quality of life for all its citizens.

# Corporate mission

Working together to achieve affordable, responsive and innovative public service.



Photo: Aaron Cohen, courtesy Tourism Winnipeg

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# Part 1 – Introduction

# Chief Financial Officer's intent

This document outlines the strategic priorities of the Corporate Finance Department of the City of Winnipeg for the period from 2018 to 2021. Through development and support of corporate financial policy, systems and processes, Corporate Finance provides leadership in the management of the financial operations of the

City of Winnipeg. This plan provides the framework for the operating divisions of the department in achieving that goal. However, this plan is not set in stone – where necessary, the plan will be adjusted to respond to changes in the environment in which the department operates.

## Operational context

The Corporate Finance Department is established under the City Organization By-law, 7100/97 with responsibility for management of the financial affairs of the City of Winnipeg. Corporate Finance is charged with ensuring that the duties of the Chief Financial Officer are discharged in accordance with provincial legislation including the City of Winnipeg Charter as it relates to finance, accounting, sinking funds and other financial commitments.

Annually, Council approves both an Operating and a Capital Budget for the City. These budgets form the framework for the financial operations of the City. Management of the financial operations by the Corporate Finance Department is carried out through the following operating divisions:

- Financial planning and review
- Controllership
- Financial services
- Risk management
- Materials management

All planning within the City of Winnipeg is carried out within the context of OurWinnipeg. OurWinnipeg, approved by Council in 2011, is a 25 year blueprint which will guide the growth and development of the physical, social, environmental, and economic development of the City. Within the OurWinnipeg document, the directions with the areas of impact to the Department are Prosperity and Sustainability.

### External factors

While the Department is primarily a provider of internally focused services there are a number of external factors outside the control of the City which can impact the operations of civic departments, and by extension affect the need for services provided by the operating divisions within Corporate Finance. These include entities such as bond rating agencies, the Worker's Compensation Board and the provincial government and broader economic factors such as prices for materials, particularly with respect to capital projects.

# Vision

The motto of the City of Winnipeg is *Unum Cum Virtute Multorum*, translated as “*One with the strength of many*”. From that motto, the City of Winnipeg has established the following Vision and Corporate Mission:

Vision:

**To be a vibrant and healthy city which places its highest priority in quality of life for all its citizens.**

Corporate Mission:

**Working together to achieve affordable, responsive and innovative public service.**

Building on those statements, the vision of the Corporate Finance Department, comprised of multiple operating divisions involving many dedicated professionals, puts this into practice through:

**Financial leadership to inspire excellence in the business of civic government.**

# Mission

The mission of Corporate Finance is:

**To strengthen the City’s long-term financial performance.**

While this is a simple mission statement, it encompasses the various functions carried out by the operating divisions from both revenue and expenditure perspectives. It is also informed by the Corporate values of employee contribution and development.

In achieving this mission, the following objectives will inform both the goals and implementation strategies of the Department:

1. Strengthen financial performance
2. Improve information for decision making
3. Manage risks and exposures
4. Developing appropriate resource capacity
5. Increasing customer satisfaction

# Services

The Department provides the following services to the City:

- Financial leadership
- Accounting & financial reporting
- Budget development, analysis & approval
- Payroll and benefits administration
- Payables & payments
- Materials management
- Risk management
- Performance measurement coordination & facilitation
- Financial systems
- Labour costing & budgeting
- Provincial funding analysis
- Debt and investment management
- Treasury & banking functions
- Financial forecasting, development & analysis
- Coordination of fees & charges
- Revenue cycle management
- Internal financial control management
- Financial administration

# Goals

Building on the aforementioned departmental Objectives, the following are considered goals for the department during the period of this plan:

## **Strengthen financial performance**

- 1.1 To create and maintain a fiscally responsible culture at the City
- 1.2 To strengthen the Controllership model
- 1.3 To identify efficiencies in processes/systems and implement changes to benefit the City
- 1.4 To provide ongoing leadership/support for departmental financial planning, budgeting and performance measurement
- 1.5 To periodically review the City's Financial Management Plan
- 1.6 To facilitate sound financial stewardship
- 1.7 To provide financial and investment management practices to the City-based on industry best practices;
- 1.8 To provide an adaptive banking structure to facilitate service delivery
- 1.9 To leverage technology to replace manual or duplicate processing
- 1.10 To deliver and manage an effective Debt Issuance Program
- 1.11 To deliver and monitor financing solutions and document the associated impacts on the Debt Strategy

## **Improve information for decision making**

- 2.1 To provide timely, accurate and meaningful information to financial stewards
- 2.2 To develop a longer-term focus for decision making
- 2.3 To improve communication with senior decision makers
- 2.4 To improve performance measurement through collaboration with other municipalities, benchmarking and innovative systems
- 2.5 To provide easy to use City-wide supply chain processes
- 2.6 To maintain and enhance reporting from the Risk Management Information System (RMIS) to improve City-wide loss control
- 2.7 Leverage use of the Internet/Intranet
- 2.8 To identify, prepare and implement changes to Public Sector Accounting practices
- 2.9 To improve financial reporting and analysis
- 2.10 To provide the organization direction through financial policy and administrative standard development

## **Manage risk and exposure**

- 3.1 To strengthen the financial control environment
- 3.2 To provide and enhance a clearly understood supply chain business framework
- 3.3 To establish risk management policy and practices through Council approval
- 3.4 To investigate an integrated risk management program for the City
- 3.5 Support the Emergency Management and Coordination Committee (EMCC) to develop plans for specific major emergencies
- 3.6 To facilitate and support labour negotiations through effective costing and budgeting of open Labour contracts
- 3.7 To track and support Provincial funding analysis, communication and recommendations

## **Develop appropriate resource capacity**

- 4.1 To be leaders in the application and use of technology
- 4.2 Ensure integration of new systems with existing systems and processes
- 4.3 Optimize the use of resources
- 4.4 To optimize staff development

## **Increase customer satisfaction**

- 5.1 To improve customer service
- 5.2 To provide consulting expertise on financial impact of major corporate initiatives/special projects



# Success

In the context of the financial management of the city's operations, there is no specific 'end-state' at which point complete success can be declared. Rather success is defined through the continuing financial well-being of the city. However, over the period covered by this strategic plan, completion of the various enabling strategies will contribute to fulfillment of the stated mission of the Corporate Finance department.

Success in 2021 will include:

- Continued timely submission and approval of operating and capital budgets
- Reductions in manual, paper based payments processing
- Ongoing reductions of insurance claims
- Full implementation of new bidding system for external contracts
- Achievement of 'Best in Class' investment returns



Photo: Roger Harris, courtesy Tourism Winnipeg

# Part 2 – Executing the plan

# Overview

Each operating division has developed enabling strategies that will allow them to achieve the goals outlined in Part 1 of this strategic plan.

For each enabling strategy, operating divisions have identified a measure of success that is considered indication that the enabling strategy has been put in place and is having the intended effect.

Additionally, an anticipated timeline for implementation of the individual strategies has also been identified.

Each operating division has also prepared more detailed implementation and action plans for their internal use that do not form part of this document.

## Alignment with OurWinnipeg

As the 'master' planning document for the City of Winnipeg, the directing strategies outlined in *OurWinnipeg* have informed the identification of the individual enabling strategies. A table outlining how each enabling strategy aligns with the principles of *OurWinnipeg* is located at Annex B.

# Enabling strategies

## Financial planning & review

Goal		
1.1 To create and maintain a fiscally responsible culture at the City		
Enabling Strategy	Measure of Success	Target Date
Include financial framework and current financial realities and challenges in overarching City planning processes and documents (eg. OurWinnipeg, etc.)	Financial context understood and integrated in planning framework	Various
Support and encourage the organization to measure and report performance measures and use benchmarking to optimize efficiency and to promote best practices	Publishing Volume 1 in advance of the budget process	July (annually)
Prepare FPR component of Corporate Finance Strategic Plan	CFO Approval of submission	April 2018
Communicate political and administrative direction as available and as required through the preparation of the annual Call Letter for the annual budget process	CFO Approval of call letter	May (annually)
Prepare and deliver operating and capital budget training sessions for departments as part of the launch of each budget process	Completed Training	May 31 (annually)
Transition responsibility for the fees and charges schedule and inherent decision making process from Infrastructure Planning division to FPR division	Mandate Successfully Transferred	Spring 2018
Support Departments in the development of budget submissions. Provide advice and guidance as required	Successfully submitted budgets	Consistent with Call Letter



<b>Goal</b>		
<b>1.3 To identify efficiencies in processes/systems and implement changes to benefit the City</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Continue to improve alignment of the capital budget process and asset management initiative, including FPR feedback for the development of the 2018 State of the Infrastructure Report and 2018 Asset Management Plan	Integrated Processes	Ongoing
Review departmental budget submissions for efficiencies, savings and risk management opportunities. Identification of issues and resolution through problem solving is key	Annually tabling preliminary budget	Ongoing
Migrate balanced scorecard performance measurement reporting from MS Access database to PeopleSoft	Migration complete	July 2018
Implement PeopleSoft changes to allow capture and storage of alphanumeric performance measurement data	Change Implemented	July 2018
Work closely with marketing staff to improve consistency of appearance of budget documents and materials	Change Implemented	Ongoing
Implement budget system and performance measurement enhancements for Cognos 11	Integrated and implemented into FPR processes	June 2018
Review departmental FTEs recovered from capital for disclosure/authority	Disclosed on capital detail sheets and new Volume 2 appendix	Ongoing
Utilize PeopleSoft where able to complete the 2018 consolidated budget process	Inclusion of automated consolidated budget in Volume 2	November 2018
Continue to review consolidation process for further areas of automation and efficiency	Reduction in staff time in completing process	Ongoing
Upgrade existing software and processes, used to allocate corporate overhead, in order to enhance functionality, reduce manual processes, and reduce risk of software issues impacting process	Agreement with IT to complete enhancements and provide IT technical support	August 2018
Review corporate overhead allocation methodology to identify further efficiencies (E.G. Reduce the amount of allocation driver data obtained from departments annually)	Reduction in the number of allocation drivers collected from departments.	Ongoing
Initiate and support the development of a renewed/new capital budget system that could potentially integrate asset management/investment planning, budget and capital reporting	Development and completion of a business case in conjunction with IT	July 2018
Review and provide recommendations on open budget (Capital) and Capital Dashboard initiatives	Data is consistent with published budget document	Ongoing

<b>Goal</b>		
<b>1.4 To provide ongoing leadership/support for departmental planning, budgeting and performance measurement</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Provide input, and support to the annual public budget consultation process	Office of Public Engagement has required feedback/ information	April (annually)
Prepare, coordinate and publish Volume 1 of the budget, to set the context for the upcoming budget decision making process	Published Volume 1	July (annually)
Prepare and communicate operating and capital budget changes documents for departments to ensure administrative and EPC decisions are effectively delivered and incorporated into the budget	Balanced Budgets	Ongoing
Update budget process and budget documents for new standing committee responsibilities (i.e. Innovation Committee in 2019)	Approved categories are included in budget books	Ongoing
Provide input and support into the PeopleSoft operating budget model release in conjunction with HR, IT, Financial Systems and departments	Successful release	May 2018
Provide input and support for any authorized organizational restructuring to ensure budget documents remain accurate for decision makers and the public	Updated budget documents	March (annually)

<b>Goal</b>		
<b>1.5 To periodically review the City's Financial Management Plan</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Provide an annual status update on the Financial Management Plan goals in Volume 1 of the budget	Published in Volume 1	July (annually)

<b>Goal</b>		
<b>1.6 To facilitate sound financial stewardship</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Support departments in review of year over year and forecast to submission variance analysis as part of the budget review process	Published 2019 Volumes 2 & 3	Ongoing
Support departments in review of service based budget sheets, capital detail sheets and appendices	Published 2019 Volumes 2 & 3	Ongoing
To apply for 2018 GFOA Distinguished budget award	Application Complete	April 2018

<b>Goal</b>		
<b>2.1 To provide timely, accurate and meaningful information to financial stewards</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Provide analysis, support and compilation of budget information to budget working group and Mayor and EPC members to support decision making. Particular focus to be on discussion of risk areas and mitigating strategies	Political direction received and implemented	Ongoing
Publish preliminary and adopted budget books, including supporting schedules, details and analysis	Published Budget	In compliance with City Charter
Improve review and analysis for debt and finance charges (internal and external financing)	Accurate debt and finance charges in departments	Ongoing
Streamline processes to provide machine readable budget volumes	Timely machine readable budgets	Ongoing
Coordinate and clarify authorities for FTE approvals/budget impacts with Human Resources community	Updated budget establishment	Ongoing
Complete permanent historical analysis to support ongoing and future budget communication messages	Complete and maintain	Ongoing

<b>Goal</b>		
<b>2.2 To develop longer a longer-term focus for financial decision making</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Execute 3 year operating budget view for publishing	Published preliminary budget	March 31 (annually)
Execute 6 year capital budget view for publishing	Published preliminary budget	March 31 (annually)
Include 10 year capital plan for asset management and internal planning purposes as part of Capital budget process. This could potentially impact the calculation of the City's infrastructure deficit	Information provided to Infrastructure Planning Office	August 2018

<b>Goal</b>		
<b>2.3 To improve communication with senior decision makers</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Plan, adjust and execute a responsive budget decision making process to meet the needs of executive administration the Mayor, EPC and Council	Adopted Operating & Capital Budgets	March (annually)
Prepare timely and accurate responses to questions received from decision makers	Adopted Operating & Capital Budgets	Ongoing

<b>Goal</b>		
<b>2.4 To improve performance measurement through collaboration with other municipalities, benchmarking information and innovative systems</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Maintain and improve the City-wide performance measurement process through corporate coordination and direction	Completed Volume 1	July (annually)
Evaluate the benefits and utility of the MBNCanada performance measurement information, summarize and share results, and recommend next steps	Evaluation & survey completed, and results shared	April 2018
Implement, summarize, and present results of the annual citizen survey	Publish in Volume 1 and posted on City website	July (annually)
Prepare and deliver MBNCanada and Volume 1 training sessions to departments as part of the launch of annual performance measurement process	Completed training sessions	April (annually)
Work with departments to increase rates of benchmarking and improve comparisons between cities	Percent of benchmarked measures increasing	July (annually)
Work with departments to maximize MBNCanada Expert Panel network information sharing, and meeting participation	Increased participation	August (annually)
Implement next steps and approved recommendations from MBNCanada Evaluation	Recommendations implemented	September 2018
To review and update as necessary the Performance Measures Cost Methodology template	Completed review	Annually
Develop process map for the City's performance measurement process	Completed process map	June 2018



<b>Goal</b>		
<b>2.7 Leverage use of Internet/Intranet</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Publish preliminary and adopted budget volumes on the City's website	Results published and available to the public	Ongoing
Publish results of the Citizen Survey on the City's website	Results published and available to the public	July (annually)
Support/review the publishing of the results of the annual public budget consultation led by the Citizen Engagement division	Results published and available to the public	April/May/June (annually)
Develop and implement annual budget and performance measurement development intranet sites to support effective departmental submission processes	Completed and updated website	May (annually)
Provide and maximize the use of intranet/share point for the development of the fees and charges schedule	Published fees and charges schedule	Annually

<b>Goal</b>		
<b>2.10 To provide the organization direction through financial policy and administrative standard development</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Develop the overall framework for an Administrative Standard on Financial Management Policy and Procedures	Submission to CFO	March 31, 2018
Draft the relevant budget related sections of the Administrative Standard on Financial Policy and Procedures	Submission to CFO	March 31, 2018

<b>Goal</b>		
<b>3.6 To facilitate and support labour negotiations through effective costing and budgeting of open Labour contracts</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Calculate and prepare corporate labour contingency	Submitted corporate contingency budget	July 2018
Document/update process and procedures between FPR, Labour Relations and other stakeholders	Process map and document discussed with stakeholders	July 2018
Improve reconciliation of year end salary data, by union, in conjunction with Payroll division	Completed reconciliation	Ongoing
Calculate and analyze requested costing scenarios for decision making process	Completion of requested information	As required
Determine and analyze costing of negotiated/arbitrated agreement. Submit the necessary documents to Audit department	Council approval of the administrative report	As required

<b>Goal</b>		
<b>3.7 To track and support Provincial funding through analysis, communication and recommendations</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Monitor, review, interpret and communicate the impact to the City of the annual Provincial Budget	Communicated to senior management	Annually (dependent on tabling of provincial budget)
Monitor and analyze provincial funding issues for the City's operating and capital budget, including implications of new basket funding model	Communicated to senior management	Ongoing
Provide input and support for the tracking of capital cash flows for Provincial funding of capital projects	Capital cash flow estimate	Ongoing

<b>Goal</b>		
<b>4.1 To be leaders in the application and use of technology</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Addition of a city-wide shared directory for the grant process	Access setup for users	Ongoing
Utilizing electronic bookmarks to enhance user access of budget documents online	Availability on the internet	Ongoing
Increased automation of the conversion of budget documents for machine readability to enable budget accessibility	Conversion complete	Ongoing

<b>Goal</b>		
<b>4.3 To optimize the use of resources</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Develop and implement team environment to ensure deadlines are met, staff absences are covered, cross training occurs and staff development is enhanced	Deadlines met	Ongoing
Ensure effective work load balance between team members	Effective workload resetting and reallocation as required	Ongoing

<b>Goal</b>		
<b>4.4 To optimize staff development</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Staff delivery of departmental training for budget and performance measurement cycle	Completed training presentations	Annually
Liaison to Financial Management Institute (FMI)	Active participation	Ongoing
Liaison to Canadian Association of Government Finance Officers (CAGFO), including divisional role in local planning committee for the upcoming conference in Winnipeg	Active participation	September 2018
Encourage staff to attend the CAGFO Annual Conference in Winnipeg September 2018	Attendance	September 2018
Individual attendance of training programs and sessions as required	Personal PD credits achieved	Ongoing

# Controllership

Goal		
<b>1.2 To strengthen the Controllership Model</b>		
Enabling Strategy	Measure of Success	Target Date
Annual City survey on financial services	Survey issued	Annually

Goal		
<b>1.9 To leverage technology to replace manual or duplicate processing</b>		
Enabling Strategy	Measure of Success	Target Date
Implement PeopleSoft(PS) Consolidation functionality – lead schedule development	Employ functionality	2018
Implement PS Consolidation functionality – transfers elimination	Employ functionality	2019
Implement working paper technology – produce Business Case	Business case submitted for approval	2019
Implement Paperless Accounts Payable approval workflow	Elimination of manual AP approval processes	2020
Implement Accounts Payable End to End Document Capture	Elimination of manual keying of invoices	2020
Implement Accounts Payable Vendor Portal	Elimination of vendor inquiries on status of invoices	2020
Commence Phase 1 Billing/Accounts receivable module implementation	Launch of billing/accounts receivable module in select departments/applications	2019
Direct electronic storage of TD1 and direct deposit forms	Implemented	2016
EPM Upgrade and Proof of Concept and develop business case	Business case submitted for approval	2018
PeopleTools upgrade and PUM Maintenance	Remaining up to date in accordance with corporate policy	Ongoing
Complete system changes to allow multi-line work orders in PeopleSoft	Implemented	2018
Support development of mobile device applications for Employee Self-Service (ESS) timekeeping	Support provided	2018
Expand application of employee self-service timekeeping	Launch of ESS timekeeping for other bargaining groups	2020

<b>Goal</b>		
<b>2.1 To provide timely, accurate and meaningful information to financial stewards</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Finalize analysis of old outstanding tax supported borrowing authority	Recommendations on dispensation of old outstanding tax supported borrowing authority	2018
Deliver Annual Report including Consolidated Financial Statements to Council and Province	Annual Reports and Consolidated Financial Statements delivered on time	June 30 (annually)
Prepare Operating Forecasts as scheduled	Operating forecast report received by SPC on Finance	Ongoing

<b>Goal</b>		
<b>2.8 To identify, prepare and implement changes to Public Sector Accounting changes</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
PS 2200 – Related Party Disclosures	Identify accounting implementations and implement for 2018	2018
PS 3420 – Inter-entity Transactions	Identify accounting implementations and implement for 2018	2018

<b>Goal</b>		
<b>2.9 To improve financial reporting and analysis</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Creation of department specific Accounts Payable origin codes	New origin codes implemented and improved AP reporting for departments	2019
Lead annual review of open capital projects	Report submitted to CFO on time	July 31 (annually)



<b>Goal</b>		
<b>2.10 To provide the corporation with direction through financial policy and administrative standard development</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Develop a P3 policy	Council approval of P3 policy	2019
Develop update to Financial Management Plan	Financial Management Plan approved by Council	2018
Update relevant Corporate Finance documents, administrative standards and other standards	Updates made and posted	2018
Continue research of taxable benefits to ensure compliance	Taxable benefits considered	Ongoing
Review and update corporate overhead (interest and admin on capital) rate policy	New updated policy	2019
Develop a policy on work orders	Policy posted to intranet	2020

<b>Goal</b>		
<b>4.2 Ensure integration of new systems with existing systems and processes</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Implement fluid mobile technology for PeopleSoft	Technology available on City mobile devices	2020
Prepare business case for software to replace REPA	Business case submitted for approval	2019

# Risk management

Goal		
<b>1.3 To identify efficiencies in processes/systems and implement changes to benefit the City</b>		
Enabling Strategy	Measure of Success	Target Date
Monitor the effectiveness and report on the Property, and Liability loss control processes and systems	Issuance of annual report on Risk Management	Annually (December)
Identify and make recommendations to improve processes for managing liability	Increased education of City employees in preserving all rights of defence  Reduction in third property liability claims through adequate operational policies	Quarterly

Goal		
<b>1.4 To provide ongoing leadership/support for departmental financial planning, budgeting and performance measurement</b>		
Enabling Strategy	Measure of Success	Target Date
Assist Corporate goals and objectives through Risk Financing through review of insurance programs	Insurance programs that have the maximum cost benefit in allowing the City to pursue and achieve its goals  Provision of security for elected officials and decision makers to proceed without fear of the risks involved	Annually (May)

Goal		
<b>2.1 To provide timely, accurate and meaningful information to financial stewards</b>		
Enabling Strategy	Measure of Success	Target Date
Confirm estimates of all current and future liabilities from actions or claims brought against the City	Reserve estimates continually monitored for accuracy  Reserve standards reviewed and adjusted to current settlement trends and actual liabilities	Annually (April)
Report on total cost of risk related directly to the Risk Management Division	Issuance of annual report on Risk Management	Annually (December)

Goal		
2.2 To develop a longer term focus for decision making		
Enabling Strategy	Measure of Success	Target Date
Identify and report on new and developing, or increasing, risks	<p>Review of weather, statute law, environmental or legal trends</p> <p>Revision of risk potential of future operations or trends to minimize or avoid problems before they arise</p> <p>Investigation of and reporting on alternative or new risk transfer methods to minimize unplanned or unforeseen risks</p>	Semi-Annually (January, May)

Goal		
2.4 To improve performance measurement through collaboration with other municipalities, benchmarking information and innovative systems		
Enabling Strategy	Measure of Success	Target Date
Share and compare statistics to obtain a broader base of knowledge	<p>Compare performance with other municipalities in order to identify significant deviations and investigate</p> <p>Update risk management standards as required</p>	Annually (April)
Obtain a broader spectrum of claims incidents to improve the trending accuracy	<p>Share reports on types, number of claims and average settlement</p> <p>Review insurance program adequacy and apply trending to insurance and loss control programs</p>	Annually (December)
Collaborate with other Risk Management and Legal departments in monitoring Municipal liability to ensure currency on decisions, legal trends and reasonable defences	<p>Monitor a variety of public entity court decisions</p> <p>Compare adequacy of by-law wording</p>	Quarterly
Compare costs of risk transfer techniques	<p>Establish various Cities risk tolerance, insurance programs and insurance costs</p> <p>Monitor contract risk transfer requirements and limits</p> <p>Adjust existing techniques to stay in line with other jurisdictions</p>	Annually (May)

<b>Goal</b>		
<b>2.6 To maintain and enhance reporting from the Risk Management Information System (RMIS) to improve city-wide loss control</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Target improvements in claim recovery processes	Review of claims documentation and streamline instructions as required  Actively pursue recoveries during proscriptio period	Monthly
Monitor risk management programs for effectiveness	Issue annual report on Risk Management.  Revision of objective and measurable standards based on historical data as required  Investigation of any anomalies or deviations from existing standards as required	Annually (December)
Monitor by-law and statute changes, court decisions and their impact on claims settlements	Revise definitions of appropriate and reasonable damage awards based current legal trends , and in consultation with Legal Services as required	Ongoing
Recommend loss prevention	Implement new or improve existing pre and post loss controls in response to settlement outcomes  Assess contracts and monitor insurance clauses based on claims trending	Annually (December)

<b>Goal</b>		
<b>3.3 To establish risk management policy and practices through Council approval</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Develop Standards document for Risk Management policies for each Branch, Workers Comp, Claims & Insurance, Benchmarking policies with other municipalities of similar size	Provide a clear understanding of the roles, responsibilities and services of the Risk Management Division and the branches located within it to senior management and elected officials	2018

Goal		
3.4 To investigate an integrated risk management program for the City		
Enabling Strategy	Measure of Success	Target Date
Investigate the possibility of a shared system of tracking and reporting on effectiveness and total costs and benefits of City-wide risk management	Identify key RM participants  Development of a system for capturing IRM data  Tracking of loss control program costs, evaluate success and determine the cost benefit of these programs  Implement standard loss control City-wide and monitor and respond to the effectiveness of these programs	2019-2020

Goal		
3.5 Support the Emergency Management and Coordination Committee (EMCC) to develop plans for specific major emergencies		
Enabling Strategy	Measure of Success	Target Date
Participate in the development of Pre- and Post-Loss Disaster strategies	Participation in monthly EMCC meetings	Ongoing
Contribute recommendations for post loss disaster recovery	Identify resources available from insurers to help mitigate and reduce further damages	Annually (May 1)
Confirm to Senior Administration that adequate recovery financing is available	Submission of Annual Insurance to CFO	Annually (May 1)
Manage claims and disaster recovery funds if available	Plan for adequate resources, staffing and availability  Staff trained in providing quick response to EMCC and Council instructions	As Required

Goal		
4.4 To optimize staff development		
Enabling Strategy	Measure of Success	Target Date
Encourage education and promote relevant internal courses	Ensure all relevant risk management material easily accessible and clear  Update website and publications	Annually (December)

<b>Goal</b>		
<b>5.1 To improve customer service</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Communication	Regular review and update of website as required  Review FAQs to ensure relevant to customer needs	Ongoing
Reasonable response time	Develop/revise measurable performance standards for various claims handling duration and costs  Implement/revise appropriate and measureable standards for internal and external service  Monitor and adjust time frames for responding and communicating with claimants and arriving at a resolution/determination	Annually (December)
Availability and cooperation with other departments	Provide support and quick responses to insurance claims, WCB or loss control issues  Ensure departments are aware of staff availability to provide advice and assistance as required	Ongoing

<b>Goal</b>		
<b>5.2 To provide consulting expertise on financial impact of major corporate initiatives/ special projects</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Provide expertise on transfer of risk through contract or avoidance of risk	Development of adequate contract insurance clauses in response to indemnification requirements  Monitor and approve documents to ensure compliance as required  Advise when an activity is too risky to pursue	Ongoing

# Materials management

Goal		
<b>1.3 To identify efficiencies in processes/systems and implement changes to benefit the city</b>		
Enabling Strategy	Measure of Success	Target Date
Implement electronic bidding system	Reduced staff time to process bids on a daily basis	2019
Pursue cost-effective agreements with other governments	Partnering on contracts with other government agencies	Ongoing

Goal		
<b>2.5 To provide easy access to use City-wide supply chain processes</b>		
Enabling Strategy	Measure of Success	Target Date
Revise Materials Management Policy to include sustainability and compliance with new trade agreements	Revision to Policy approved by Council	Spring 2018
Establish pre-qualification process for professional engineering consultants	Shortened procurement period for affected contracts	2018

Goal		
<b>3.2 To provide and enhance a clearly understood supply chain business framework</b>		
Enabling Strategy	Measure of Success	Target Date
Revisions to Materials Management Policy	Council approval of revisions	2018

<b>Goal</b>		
<b>4.1 To be leaders in the application and use of new technology</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Increase use of technology	Increased percentage of vendors paid by electronic transfer	Complete
Electronic storage of files	Document retention period requirement shortened	Complete
Implement electronic bidder registration and notification system	Significantly lessened requirement for manual notifications	Complete
Implement electronic notification of addenda	Reduced occurrence of non-responsive bids	Q2 2018
Increase transparency and comply with new trade agreements	Single sources above trade agreement thresholds posted on Bid Opp website	Q2 2018

<b>Goal</b>		
<b>5.1 To improve customer service</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Training	Better trained customers reducing risk to the City	Ongoing



## Financial services

Goal		
1.7 To provide financial and investment management services to the city based on industry best practices		
Enabling Strategy	Measure of Success	Target Date
Review and update the Statement of Investment Policy and Goals	Approved Policy	January 2019
Conversion of vendors from cheque to electronic payment	Year over year growth in percentage of electronic payments	Annually
Manage the investments of the City's Managed Funds to obtain leading investment returns within acceptable risk parameters	Annual investment returns meet or exceed benchmark returns	Annually

Goal		
1.8 To provide an adaptive banking structure to facilitate service delivery		
Enabling Strategy	Measure of Success	Target Date
Continue to monitor fraudulent activity in the marketplace monthly with City's banker	Absence of fraud in prior month	Monthly
Keep informed of electronic solutions in relation to securities custody and reporting to enhance efficiency and mitigate fraud	Updated securities custody and reporting practices	Ongoing (as required)

Goal		
1.10 To deliver and manage an effective Debt Issuance program		
Enabling Strategy	Measure of Success	Target Date
Review and revise the Debt Management Policy	Approved Policy	January 2019
Maintain relationship with Credit Raters, prepare credit rating presentation and support the City's credit rating	City's credit rating opinion published by Standard and Poor's and Moody's	Annually
Monitor the service delivery and associated performance of the City's Debt Issuance Syndicate	Ongoing	Ongoing
Monitor and research the emerging Green Bond debt issuance programs of government entities	Quarterly reporting to CFO	Ongoing

<b>Goal</b>		
<b>1.11 To deliver and monitor financing solutions and document the associated impacts on the Debt Strategy</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Update the Debt Strategy on a timely basis to ensure debt metrics are current to support financing decisions	Updated Debt Strategy submitted to CFO for approval	Ongoing (as required)
Maintain and enhance relationships with Debt Syndicate members to ensure cost effective and successful issuance. Keep informed of emerging market issues and alternative financing structures	Issuance of syndicated debt on favourable terms to the City	Ongoing (as required)
Maintain and enhance relationships with local lenders to ensure effective alternative financing solutions to syndicated debt issuance	Cost effective alternative debt issuance solutions are utilized	Ongoing
Consult with City departments and assist with debt financing solutions, timing and financial modelling	Contribution to Administrative Reports as required	Ongoing

<b>Goal</b>		
<b>2.1 To provide timely, accurate and meaningful information to financial stewards</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Continue to provide and enhance senior management reporting pertaining to the investment, debt management and banking programs	Submission of/contribution to Administrative Reports as required	Ongoing
Provide support to Departments on a variety of projects requiring financial expertise	Contribution to Administrative Reports as required	Ongoing
Prepare an Endowment Fund Policy	Adoption of report by Council	January 2019
Evaluate requests for Loan Guarantees, assist the borrower and their financial institution and prepare an Administrative Report	Submission of Administrative Report as required	Ongoing
Support the fees and charges process through evaluation and update of Treasury related fees to ensure current and appropriate fee structure	Fees and Charges schedule updated	Annually
Prepare the internal and external debt and finance charges, interest earnings rate and debt issuance interest rates for the budget development intranet site	Document posted on intranet	May (annually)

<b>Goal</b>		
<b>3.1 To strengthen the financial control environment</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Validate implementation of electronic payee match to prevent fraud versus current manual process	Regular review to confirm validity	Monthly
Keep apprised of current evolving fraudulent activities in the industry through regular meetings with banking service providers	Identification and reduction of fraud risk in City banking operations	Ongoing (as required)
Evaluate armoured car service provider and issue RFP	Annual Contract awarded	December 2018

<b>Goal</b>		
<b>4.4 To optimize staff development</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Staff to prepare personal development plans and meet with supervisor	Personal development plans prepared	December 2018
Conduct performance reviews and provide constructive feedback	Performance reviews completed	Annually
Provide opportunities for continued professional development	Training opportunities attended	Ongoing
Succession planning to ensure effective future service delivery	Succession plan updated	Annually

<b>Goal</b>		
<b>5.2 To provide consulting expertise on financial impact of major corporate initiatives/special projects</b>		
<b>Enabling Strategy</b>	<b>Measure of Success</b>	<b>Target Date</b>
Provide support to senior management on a variety of financial initiatives and projects when required	Contribution to administrative reports as required	Ongoing
Provide support to departments on a variety of financial initiatives and projects when required	Contribution to administrative reports as required	Ongoing
Assist departments in preparation of Financial Impact Statements and required budget documents	Contribution to administrative reports as required	Ongoing

# Annex A – Corporate Finance organization

## ORGANIZATION CHART

(As at November 15, 2018)

### **Michael Ruta**

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### **Cindy Bauer**

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### **Paul Olafson**

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### **Rob Provencher**

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### **Barb D'Avignon**

Manager, Materials Management  
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# Annex B – Alignment with OurWinnipeg table

OurWinnipeg					
Prosperity					
Provide efficient and focused civic administration and governance	Provide a predictable and cost-effective business environment that promotes investment and growth	Maintain strong intergovernmental cooperation	Collaborate with all public, private and community economic development agencies to advance economic advantages	Demonstrate visionary civic leadership and commitment to sustainable long-term planning	Create favourable conditions for development that is consistent with the principles and goals of complete communities
✓	✓				
✓	✓				
✓		✓	✓		
✓					
✓					
✓	✓				
✓	✓				
	✓				
	✓				✓

			Corporate Finance Objectives	Goal Number	Goals
Sustainability					
Leading by Example	Track Progress	Integrate Sustainability into Internal Decision Making			
			Strengthening financial performance	CF1.1	<ul style="list-style-type: none"> <li>To provide timely, accurate and meaningful information to financial stewards</li> </ul>
				CF1.2	<ul style="list-style-type: none"> <li>To strengthen the Controllership Model</li> </ul>
✓				CF1.3	<ul style="list-style-type: none"> <li>To identify efficiencies in processes/systems and implement changes to benefit the City</li> </ul>
✓				CF1.4	<ul style="list-style-type: none"> <li>To provide ongoing leadership/support for departmental financial planning, budgeting and performance measurement</li> </ul>
	✓	✓		CF1.5	<ul style="list-style-type: none"> <li>To periodically review the City's Financial Management Plan</li> </ul>
✓				CF1.6	<ul style="list-style-type: none"> <li>To facilitate sound financial stewardship</li> </ul>
				CF1.7	<ul style="list-style-type: none"> <li>To provide financial and investment management services to the City based on industry best practices</li> </ul>
				CF1.8	<ul style="list-style-type: none"> <li>To provide an adaptive banking structure to facilitate service delivery</li> </ul>
✓				CF1.9	<ul style="list-style-type: none"> <li>To leverage technology to replace manual or duplicate processing</li> </ul>
				CF1.10	<ul style="list-style-type: none"> <li>To deliver and manage an effective Debt Issuance Program</li> </ul>
				CF1.11	<ul style="list-style-type: none"> <li>To deliver and monitor financing solutions and document the associated impacts on the Debt Strategy</li> </ul>

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				✓	
✓				✓	
✓	✓			✓	
✓		✓			
✓	✓				
✓					
✓					
✓				✓	
✓	✓				✓
	✓			✓	

			Corporate Finance Objectives	Goal Number	Goals
Sustainability					
Leading by Example	Track Progress	Integrate Sustainability into Internal Decision Making			
✓		✓	Improve information for decision making	CF2.1	• To provide timely, accurate and meaningful information to financial stewards
				CF2.2	• To develop a longer-term focus for decision making
				CF2.3	• To improve communication with senior decision makers
	✓			CF2.4	• To improve performance measurement through collaboration with other municipalities, benchmarking information and innovative systems
✓				CF2.5	• To provide easy to use City-wide supply chain processes
				CF2.6	• To maintain and enhance reporting from the Risk Management Information System (RMIS) to improve City-wide loss control
✓				CF2.7	• Leverage use of Internet/Intranet
				CF2.8	• To identify, prepare and implement changes to Public Sector Accounting changes
✓				CF2.9	• To improve financial reporting and analysis
✓				CF2.10	• To provide the organization direction through financial policy and administrative standard development



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✓					
✓	✓				
✓					
✓					
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✓					
		✓		✓	

			Corporate Finance Objectives	Goal Number	Goals
Sustainability					
Leading by Example	Track Progress	Integrate Sustainability into Internal Decision Making			
			Manage risks and exposures	CF3.1	<ul style="list-style-type: none"> <li>To strengthen the financial control environment</li> </ul>
				CF3.2	<ul style="list-style-type: none"> <li>To provide and enhance a clearly understood supply chain business framework</li> </ul>
				CF3.3	<ul style="list-style-type: none"> <li>To establish risk management policy and practices through Council approval</li> </ul>
				CF3.4	<ul style="list-style-type: none"> <li>To investigate an integrated risk management program for the City</li> </ul>
				CF3.5	<ul style="list-style-type: none"> <li>Support the Emergency Management and Coordination Committee (EMCC) to develop plans for specific major emergencies</li> </ul>
				CF3.6	<ul style="list-style-type: none"> <li>To facilitate and support labour negotiations through effective costing and budgeting of open Labour contracts</li> </ul>
				CF3.7	<ul style="list-style-type: none"> <li>To track and support Provincial funding analysis, communication and recommendations</li> </ul>

# Annex B – Alignment with OurWinnipeg table

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✓					
✓					
✓					
	✓		✓	✓	

			Corporate Finance Objectives	Goal Number	Goals
Sustainability					
Leading by Example	Track Progress	Integrate Sustainability into Internal Decision Making			
✓			Developing appropriate resource capacity	CF4.1	• To be leaders in the application and use of technology
✓				CF4.2	• Ensure integration of new systems with existing systems and processes
✓				CF4.3	• To optimize the use of resources
✓				CF4.4	• To optimize staff development
			Increasing customer satisfaction	CF5.1	• To improve customer service
				CF5.2	• To provide consulting expertise on financial impact of major corporate initiatives/ special projects



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