



**The Winnipeg Chamber
of Commerce**

FOCUS ON WINNIPEG SERVICES DOCUMENT REVIEW

**Prepared by The Winnipeg Chamber of Commerce
Civic Services Review Group**

TABLE OF CONTENTS

1. Introduction..... 3

2. Review Methodology..... 4

3. General Recommendations..... 5

4. Listing of All Public Services by New Department..... 7

5. Listing of Internal Services by Program..... 34

6. Conclusion..... 39

INTRODUCTION

Since 1873, it has been the mission of The Winnipeg Chamber of Commerce to create an environment in which Winnipeggers can prosper. An attractive environment for economic opportunity is one that provides fair and competitive taxation, seamless regulatory processes, and a qualified workforce within a market area that offers a desirable quality of life.

It is for this reason that The Chamber has taken, and continues to take, an active role in encouraging the City to establish its core mandate, and advocating civic policies and initiatives that will ensure Winnipeg is the most competitive and attractive place to live and do business. Reflecting the overwhelmingly unified view of our members, our efforts have focused on the need to reduce the level of civic taxation and expenditures in order to create a climate conducive to growth and prosperity for all citizens.

In June 1998, a significant public step forward in realizing this goal was made with the release of the Committee on Tax Reform's Report, *Rethinking Taxation – Making Winnipeg Competitive*. Fundamental to the Report is its recommendation that the City must determine:

- *what is its core mandate;*
- *what services does it need to provide in meeting the core mandate; and,*
- *how can those core services be delivered in the most cost effective and flexible manner.*

The Chamber believes this and other recommendations outlined in the Report provide the foundation for the City to begin the task of reducing its expenditures and providing sustainable services to Winnipeg taxpayers.

However, it was extremely difficult in the past to reduce expenditures and taxes given the absence of a core mandate and a complete and detailed identification of what services were being provided by the City. The release of the City of Winnipeg's Management Reference Model for Government Services (MRM), *Focus on Winnipeg Services*, in June 1998 was a truly historic and welcomed event, in that the City now had a detailed report on the full extent of the services it delivers – 260 public and 65 internal services. The Chamber applauds City Council and members of the civic administration for their commitment to making Winnipeg a value-leader across Canada. The MRM Report is a testament to this commitment.

We believe the MRM Report represents the framework that, in conjunction with the Committee on Tax Reform Report, provides the City with the necessary tools to shape its core mandate and address properly the level of civic expenditures and taxation.

Review Methodology

The list of 260 public services outlined in the MRM Report was examined by The Chamber's Civic Services Review Group, as was the list of 65 internal services. Each service was examined using a series of questions provided by the MRM Report (page 14) to help City Council use the MRM information:

1. Do the City's programs reflect the needs and aspirations of its citizens?
2. Are there any gaps or inadequacies in the City's programs?
3. Are there services the City should not be delivering?

From the answers generated by these questions, the next step taken was to determine whether each services was:

1. *necessary* to the operation of the City;
2. *desirable* for a city like Winnipeg, *but not critical* to the operation of the City; or,
3. *optional* in that the service is not fundamental to the operation of the City and would, at best, constitute a desirable service to a small minority of the population.

Once classified, each service was then examined as to:

1. whether it was necessary and/or feasible for the City to deliver the service utilizing civic forces; or,
2. whether the service could be better delivered through an alternative delivery mechanism.

The information contained in the MRM Report and in the following review creates a framework for future service-based budgeting and activity-based costing.

General Recommendations

The recommendations outlined in The Chamber review of the *Focus on Winnipeg Services*, as a rule, seek to have the control, design framework, regulation and licensing powers, and supervision of core services remain under the auspices of the City. In doing so, The Chamber believes the City can maintain control over the provision of services to ensure community interests and standards are met while reducing civic service expenditures.

While specific recommendations as to each individual service are contained in the list of public and internal services in the proceeding sections, The Chamber offers the following general recommendations regarding civic departments and options for those services deemed non-essential.

1. Community Services

It is The Chamber's recommendation that a significant number of those services listed under Community Services, particularly those concerning counselling, instruction and training, should be provided by the Province, either through the Departments of Health or Education & Training. Other services, such as those involving leisure facilities, should be considered candidates for either contracting out or other alternative service delivery mechanisms.

2. Emergency Response

In keeping with the practices of many other Canadian urban centres, it is the recommendation of this review that the City of Winnipeg divest itself of all emergency response services with the exception of fire and fire-related services. Of particular note, we believe the provision of medical and ambulance services are the specific responsibility of the Province, or more directly, the Winnipeg Health Authority.

3. Hydro

The existence of two hydro utilities in the Province to provide hydroelectric power to a population of approximately 1.1 million people represents a clear example of duplication and inefficiency. If the City of Winnipeg were starting out today from scratch, there would be little argument for the creation of a separate hydro utility that services a small minority of the civic population with the vast majority of Winnipeg citizens being serviced by the provincial hydro utility.

It is the recommendation of this review that the City sell Winnipeg Hydro.

4. Police

The Chamber recommends police services continue to be provided by the City of Winnipeg.

5. Property and Development

In general, The Chamber recommends those services falling under Property and Development continue to be delivered by the City's own forces.

6. Public Works

The Chamber recommends that, in general, Public Works services be contracted out to the private sector with the City retaining those services related to permission and licensing.

7. Social Services

Recommendations pending receipt of updated list of civic services.

8. Transit

It is recommended that Transit services be delivered through a Special Operating Agency (SOA) such as a Transit Authority.

9. Water and Waste

Water and waste services pertaining to consulting, granting, permission and promotion should remain the responsibility of the City to deliver. Other services, with the notable exception of potable water production and distribution, should be contracted out.

10. Internal Services

i) Financial Stewardship

Recommend contracting out the auditing function. All other services to remain the responsibility of the City.

ii) Human Resource Stewardship

Collective bargaining and portions of payroll and benefits administration should be contracted out. All other services to remain the responsibility of the City.

iii) Information Stewardship

For specific recommendations please refer to page 35.

iv) Physical Asset Stewardship

For specific recommendations please refer to page 36.

LISTING OF ALL PUBLIC SERVICES BY NEW DEPARTMENT

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
Assessment	Comparable Property & Occupancy Valuation Research	Encounter – Consulting / Counselling	OPTIONAL	YES (fee for service)
	Tax Liability Research	Encounter – Consulting / Counselling	OPTIONAL	YES (fee for service)
	Valuation Validation (Assessment Appeals)	Investigation / Ruling	NECESSARY	YES
Chief Administrative Officer	Disaster Response	Protection / Mitigation	NECESSARY	YES
City Clerk's	Access – “Access to Information Act”	Encounter – Consulting / Counselling	NECESSARY	YES
	Archival Research & Facilitation	Encounter – Consulting / Counselling	DESIRABLE	YES
	City Hall Inquiry	Encounter – Consulting / Counselling	DESIRABLE	YES
	Document Authentication	Entitlement	NECESSARY	YES

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
	Elections	Encounter – Campaign / Promotion	NECESSARY	YES
	Manitoba Health Application Taking	Encounter – Consulting / Counselling	NECESSARY	NO
	Municipal Manual Sales	Commodity – Production & Distribution	DESIRABLE	YES
	Municipal Publication Subscriptions Provision	Commodity – Sale / Lease / Provide	NECESSARY	YES
	Permission – Charitable Organization Campaigning	Entitlement	NECESSARY	YES
	Registration – Voter	Entitlement	NECESSARY	YES
	Touring – City Hall	Encounter – Campaign / Promotion	DESIRABLE	NO
	Voting Machine Leasing	Commodity – Sale / Lease / Provide	DESIRABLE	YES
	Winnipeg & Manitoba Souvenir Sales	Commodity – Sale / Lease / Provide	OPTIONAL	NO
Community Services	“Meal Share”	Encounter – Care	DESIRABLE	NO
	“Veg-To-Table”	Encounter – Care	DESIRABLE	NO
	Abandoned Bicycle Collection & Disposal	Commodity – Collection & Disposal	OPTIONAL	NO

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
	Access – Computer / Internet (Libraries)	Unreserved Asset Access	NECESSARY	YES
	Access – Library Lobby / Bulletin Board	Unreserved Asset Access	DESIRABLE	YES
	Access – Library Materials	Unreserved Asset Access	NECESSARY	YES
	Access – Photocopy & Fax Equipment	Unreserved Asset Access	NECESSARY	YES
	Animal Adoption	Placement – Housing Accommodation	OPTIONAL	NO
	Animal Control	Protection / Mitigation	NECESSARY	NO
	Animal Sheltering	Encounter – Care	NECESSARY	NO
	Burials	Encounter – Care	NECESSARY	NO
	Communicable Disease Assessment, Treatment, Prevention & Control	Encounter – Care	NECESSARY	NO
	Counselling – Family Violence / Abuse (Assessment & Referral)	Encounter – Consulting / Counselling	NECESSARY	NO
	Counselling – Food Access Assistance	Encounter – Consulting / Counselling	NECESSARY	NO

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
	Counselling – Health – Family & Individual (& Referral)	Encounter – Consulting / Counselling	NECESSARY	NO
	Counselling – Health – Maternal/Infant	Encounter – Consulting / Counselling	NECESSARY	NO
	Counselling – Health – Reproductive/Sexual	Encounter – Consulting / Counselling	NECESSARY	NO
	Counselling – Health – School Aged Children	Encounter – Consulting / Counselling	NECESSARY	NO
	Counselling – Health – Senior Citizens (Assessment & Referral)	Encounter – Consulting / Counselling	NECESSARY	NO
	Counselling – Health – Travellers	Encounter – Consulting / Counselling	DESIRABLE	NO
	Counselling – Homeless (Assessment & Referral)	Encounter – Consulting / Counselling	NECESSARY	NO
	Counselling – Leisure Independence	Encounter – Consulting / Counselling	DESIRABLE	NO
	Counselling – Nutrition	Encounter – Consulting / Counselling	NECESSARY	NO
	Counselling – Parenting	Encounter – Consulting / Counselling	NECESSARY	NO

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
	Counselling – Prenatal	Encounter – Consulting / Counselling	NECESSARY	NO
	Counselling – Prevention – Chronic Illness	Encounter – Consulting / Counselling	NECESSARY	NO
	Counselling – Prevention – Substance Abuse	Encounter – Consulting / Counselling	NECESSARY	NO
	Dental & Oral Health Treatment	Encounter – Care	DESIRABLE	NO
	Exposition – Floriculture	Encounter – Campaign / Promotion	NECESSARY	NO
	Exposition – Heritage Artifact	Encounter – Campaign / Promotion	NECESSARY	NO
	Exposition – Zoo	Encounter – Campaign / Promotion	NECESSARY	NO
	Granting – Agency / Organization	Encounter – Granting / Subsidizing / Loaning	DESIRABLE	YES
	Immunization – General Health	Encounter – Care	NECESSARY	NO
	Immunization – Travellers	Encounter – Care	NECESSARY	NO

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
	Infant/Child Health Assessment & Treatment	Encounter – Care	NECESSARY	NO
	Insect Control	Protection / Mitigation	NECESSARY	NO
	Instruction – Active Living	Encounter – Training / Instruction	DESIRABLE	NO
	Instruction – Aquatics	Encounter – Training / Instruction	DESIRABLE	NO
	Instruction – Culture / Arts	Encounter – Training / Instruction	DESIRABLE	NO
	Instruction – Food Handling	Encounter – Training / Instruction	NECESSARY	NO
	Instruction – Pool Operation	Encounter – Training / Instruction	OPTIONAL	NO
	Leisure Activity Provision	Placement – Recreational Activity	NECESSARY	NO
	Library Material Lending	Commodity – Sale / Lease / Provide	NECESSARY	YES
	Library Public Facility & Equipment Booking	Reserved Facility Access	DESIRABLE	YES

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
	Permission – Amusement / Entertainment Licensing	Entitlement	NECESSARY	YES
	Permission – Business Establishment / Premises Licensing	Entitlement	NECESSARY	YES
	Permission – Dog Licensing	Entitlement	DESIRABLE	YES
	Permission – Home-Based Business Licensing	Entitlement	NECESSARY	YES
	Permission – Occupational/Non-Contractors Licensing	Entitlement	DESIRABLE	YES
	Permission – Raffles/Lotteries Licensing	Entitlement	NECESSARY	YES
	Permission – Vehicles, Equipment & Operator Licensing	Entitlement	NECESSARY	YES
	Primary Medical Treatment & Referral	Encounter – Care	NECESSARY	NO

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
	Promotion – Adult Library Programming	Encounter – Campaign / Promotion	DESIRABLE	YES
	Promotion – Animal Ownership & Care	Encounter – Campaign / Promotion	OPTIONAL	NO
	Promotion – Children/Youth Library Programming	Encounter – Campaign / Promotion	DESIRABLE	YES
	Promotion – Dental & Oral Health	Encounter – Campaign / Promotion	DESIRABLE	NO
	Promotion – Environmental Awareness	Encounter – Campaign / Promotion	DESIRABLE	NO
	Promotion – Injury Awareness & Prevention	Encounter – Campaign / Promotion	DESIRABLE	NO
	Promotion – Leisure Activity	Encounter – Campaign / Promotion	DESIRABLE	NO
	Registration – Animals (Lost & Found)	Entitlement	OPTIONAL	NO
	Saving Mouths In Income Limited Environments (SMILE)	Encounter – Care	DESIRABLE	NO

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
	Surplus Library Material Sales	Commodity – Sale / Lease / Provide	DESIRABLE	YES
	Touring – Heritage	Encounter – Campaign / Promotion	OPTIONAL	NO
	Training – “Nobody’s Perfect” Facilitator	Encounter – Training / Instruction	DESIRABLE	NO
	Training – Health Professional	Encounter – Training / Instruction	DESIRABLE	NO
	Training – Library Workstudy Practicum Provision	Encounter – Training / Instruction	DESIRABLE	YES
Corporate Finance	Promotion – Risk Management Awareness	Encounter – Campaign / Promotion	OPTIONAL	NO
	Taxation – Amusement / Business / Gas & Electricity / Mobile Home / Realty	Taxation	NECESSARY	YES
Corporate Services	Repair – 2-Way Radio & Electronic Equipment	Commodity – Sale / Lease / Provide	OPTIONAL	NO
Emergency Response	Consulting – Fire Safety	Encounter – Consulting / Counselling	DESIRABLE	YES

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
	Emergency Response – Fire & Rescue	Protection / Mitigation	NECESSARY	YES
	Emergency Response – Medical	Protection / Mitigation	NECESSARY	NO
	Exposition – Ambulance Services	Encounter – Campaign / Promotion	OPTIONAL	NO
	Fire Code Compliance Confirmation	Encounter – Consulting / Counselling	DESIRABLE	YES
	Investigation – Fire	Investigation / Ruling	NECESSARY	YES
	Neo-Natal Medical Team Transport	Protection / Mitigation	NECESSARY	NO
	Non-Emergency Response- Fire & Rescue	Protection / Mitigation	NECESSARY	YES
	Non-Emergency Response – Patient Transport	Protection / Mitigation	NECESSARY	NO
	Non-Profit Agency Support	Encounter – Granting / Subsidizing / Loaning	OPTIONAL	NO
	Permission – Fire Safety	Entitlement	NECESSARY	YES

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
	Promotion – Fire Safety	Encounter – Campaign / Promotion	OPTIONAL	NO
	Promotion – Injury Awareness & Prevention	Encounter – Campaign / Promotion	OPTIONAL	NO
	Public Event Support – Ambulance	Protection / Mitigation	DESIRABLE	NO
	Public Event Support – Fire	Protection / Mitigation	NECESSARY	YES
	Registration – Special Needs (Fire)	Entitlement	NECESSARY	YES
	Registration – Special Needs (Ambulance)	Entitlement	NECESSARY	NO
	Training – Medical Professional Ride-Along	Encounter – Training / Instruction	OPTIONAL	NO
Hydro	“Call Before You Dig” (Call Clearance Information)	Encounter – Consulting / Counselling	NECESSARY	NO
	Business Improvement Zone Banner Installations	Commodity – Sale / Lease / Provide	OPTIONAL	NO

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
	Consulting – Consumer Electrical	Encounter – Consulting / Counselling	DESIRABLE	NO
	Consulting – Energy Conservation	Encounter – Consulting / Counselling	DESIRABLE	NO
	Electrical Energy Production & Distribution	Commodity – Production & Distribution	NECESSARY	NO
	Electrical Service Building Entrance Equipment Maintenance	Commodity – Sale / Lease / Provide	NECESSARY	NO
	Granting – “Cut Home Energy Costs” (CHEC)	Encounter – Granting / Subsidizing / Loaning	OPTIONAL	NO
	Hot Water Tank Rental	Commodity – Sale / Lease / Provide	DESIRABLE	NO
	Hydro Infrastructure Rental	Commodity – Sale / Lease / Provide	DESIRABLE	NO
	Loaning – Residential Rewiring	Encounter – Campaign / Promotion	OPTIONAL	NO
	Private Property Illumination	Commodity – Sale / Lease / Provide	DESIRABLE	NO
	Promotion – Electrical Safety	Encounter – Campaign / Promotion	DESIRABLE	NO

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
	Promotion – Energy Efficiency Awareness	Encounter – Campaign / Promotion	DESIRABLE	NO
	Promotion – Food Preparation & Home Economics	Encounter – Campaign / Promotion	DESIRABLE	NO
	Repair – Small Electric Appliance	Commodity – Sale / Lease / Provide	DESIRABLE	NO
	Roadway Illumination	Unreserved Asset Access	NECESSARY	NO
	Testing – Electric & Magnetic Field	Encounter – Consulting / Counselling	DESIRABLE	NO
	Testing – High Voltage Rubber Insulators	Encounter – Consulting / Counselling	NECESSARY	NO
	Testing – Hydro Meters	Encounter – Consulting / Counselling	NECESSARY	NO
	Testing – Radio & Television Interference	Encounter – Consulting / Counselling	DESIRABLE	NO
	Touring – Hydro Facilities	Encounter – Campaign / Promotion	OPTIONAL	NO
	Worksite Hydro Line Safety Provision	Protection / Mitigation	NECESSARY	NO

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
Ombudsman	Access – “Access to Information Act” Appeals	Encounter – Consulting / Counselling	NECESSARY	YES
	Investigation – Citizen Complaint	Investigation / Ruling	NECESSARY	YES
Police	Crime & Collision Investigations	Investigation / Ruling	NECESSARY	YES
	Crime Victim / Crime Witness Assistance	Encounter – Care	NECESSARY	YES
	Criminal Record Search	Encounter – Consulting / Counselling	NECESSARY	YES
	Emergency Response – Police Intervention	Protection – Mitigation	NECESSARY	YES
	Exposition – Police Museum	Encounter – Campaign / Promotion	DESIRABLE	NO
	Motor Vehicle Collision Report Taking	Encounter – Consulting / Counselling	NECESSARY	YES
	Neighbourhood Foot Patrol	Protection / Mitigation	NECESSARY	YES
	Non-Convicted Individual’s Record Removal	Investigation / Ruling	NECESSARY	YES

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
	Non-Emergency Response – Police Intervention	Protection / Mitigation	NECESSARY	YES
	Police & Criminal Statistics Provision	Commodity – Production & Distribution	NECESSARY	YES
	Promotion – Crime Prevention	Encounter – Campaign / Promotion	NECESSARY	YES
	Public Event Support – Police	Protection / Mitigation	NECESSARY	YES
	Registration – Alarm	Entitlement	NECESSARY	NO
	Registration – Fire Arm	Entitlement	NECESSARY	YES
	River Patrol	Protection / Mitigation	NECESSARY	YES
	Traffic Enforcement	Protection / Mitigation	NECESSARY	YES
	Traffic Escorts	Protection / Mitigation	NECESSARY	YES
	Training – Law Enforcement	Encounter – Training / Instruction	NECESSARY	YES
	Vulnerable Person Support	Encounter – Care	NECESSARY	YES

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
Property and Development	Access – Parking Facilities	Unreserved Asset Access	DESIRABLE	NO
	Access – Pathways & Walkways (Community Services)	Unreserved Asset Access	NECESSARY	YES
	Building Code Compliance Confirmation	Encounter – Consulting / Counselling	NECESSARY	YES
	Business Improvement Trusteeship	Encounter – Granting / Subsidizing / Loaning	DESIRABLE	YES
	Business Park, Lot & Surplus Real Property Sales	Commodity – Sale / Lease / Provide	NECESSARY	YES
	City-Owned Real Property Leasing	Commodity – Sale / Lease / Provide	NECESSARY	YES
	Construction Statistics Production & Sales	Commodity – Production & Distribution	NECESSARY	YES
	Digital & Paper Map Production & Sale	Commodity – Production & Distribution	NECESSARY	YES
	Granting – Heritage Preservation	Encounter – Granting / Subsidizing / Loaning	DESIRABLE	YES

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
	Granting – Neighbourhood Improvement	Encounter – Granting / Subsidizing / Loaning	DESIRABLE	YES
	Heritage Building Designation	Entitlement	DESIRABLE	YES
	Housing Renovation Property Tax Creditation	Encounter – Granting / Subsidizing / Loaning	DESIRABLE	YES
	Information Product Sales	Commodity – Sale / Lease / Provide	DESIRABLE	NO
	Loaning – Residential Rehabilitation Assistance (RRAP)	Encounter – Granting / Subsidizing / Loaning	NECESSARY	YES
	Permission – Building Construction	Entitlement	NECESSARY	YES
	Permission – Building Demolition	Entitlement	NECESSARY	YES
	Permission – Building Occupancy	Entitlement	NECESSARY	YES
	Permission – Contractors & Tradespersons Licensing	Entitlement	NECESSARY	YES

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
	Permission – Development Application	Entitlement	NECESSARY	YES
	Permission – Right of Way Encroachment	Entitlement	NECESSARY	YES
	Permission – Rooming House Licensing	Entitlement	NECESSARY	YES
	Permission – Survey (Legal) Monument Provision / Installation	Entitlement	NECESSARY	YES
	Registration – Real Property Identification	Entitlement	NECESSARY	YES
	Touring – Heritage	Encounter – Campaign / Promotion	DESIRABLE	NO
Public Works	Access – Indoor Leisure Facilities	Reserved Facility Access	NECESSARY	NO
	Access – Outdoor Leisure Facilities	Reserved Facility Access	NECESSARY	NO
	Access – Park Space & Open Space	Unreserved Asset Access	NECESSARY	NO

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
	Access – Pathways & Walkways (Parks & Open Spaces)	Unreserved Asset Access	NECESSARY	NO
	Access – Pathways & Walkways (Public Pathways)	Unreserved Asset Access	NECESSARY	NO
	Access – Roadway	Unreserved Asset Access	NECESSARY	NO
	Access – Snow Disposal Site	Unreserved Asset Access	NECESSARY	YES
	Access – Urban Forest	Unreserved Asset Access	NECESSARY	NO
	Information Product Provision & Sales	Commodity – Sale / Lease / Provide	DESIRABLE	YES
	Litter Container Waste Collection	Commodity – Collection & Disposal	NECESSARY	NO
	Noxious Weed Control	Protection / Mitigation	NECESSARY	NO
	On-Street Parking	Unreserved Asset Access	NECESSARY	YES
	Park Patrol	Protection / Mitigation	NECESSARY	NO
	Permission – Access to Roads from Adjacent Lands	Entitlement	NECESSARY	YES

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
	Permission – Park Amenity Safety Certification	Entitlement	NECESSARY	YES
	Permission – Right of Way Contractor Licensing	Entitlement	NECESSARY	YES
	Permission – Right of Way Encroachment	Entitlement	NECESSARY	YES
	Permission – Right of Way Interruption	Entitlement	NECESSARY	YES
	Public Event Support – Parks & Recreation	Encounter – Campaign / Promotion	DESIRABLE	NO
	Recreational Commodity Sales & Rental	Commodity – Sale / Lease / Provide	DESIRABLE	NO
	Registration – Special Needs (Streets & Transportation)	Entitlement	NECESSARY	YES (permits) / NO (windrow clearing)
	Roadway Dust Control	Protection / Mitigation	NECESSARY	NO
	Roadway Illumination	Unreserved Asset Access	NECESSARY	NO
	Roadway Litter Collection	Commodity – Collection & Disposal	NECESSARY	NO

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
	Roadway Salting & Sanding	Commodity – Production & Distribution	NECESSARY	NO
	Roadway Snow Clearing & Removal	Commodity – Collection & Disposal	NECESSARY	NO
	Sidewalk Snow Clearing & Removal	Commodity – Collection & Disposal	NECESSARY	NO
	Snow Drift Control	Protection / Mitigation	NECESSARY	NO
	Underground Infrastructure Coordination	Encounter – Consulting / Counselling	NECESSARY	YES
Social Services**	Community Club Caretaking	Encounter – Granting / Subsidizing / Loaning	OPTIONAL	
	Community Concern Response	Encounter – Care	NECESSARY	
	Consulting – Vocational Training	Encounter – Consulting / Counselling	NECESSARY	
	Counselling – Employment	Encounter – Consulting / Counselling	NECESSARY	
	Counselling – Skills & Needs (Assessment & Referral)	Encounter – Consulting / Counselling	NECESSARY	

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
	Counselling – Social Assistance Family & Individual (& Referral)	Encounter – Consulting / Counselling	NECESSARY	
	Critical Incident Debriefing	Encounter – Care	NECESSARY	
	Financial Assistance Provision	Encounter – Granting / Subsidizing / Loaning	NECESSARY	
	Granting – Agency/Organization	Encounter – Granting / Subsidizing / Loaning	DESIRABLE	
	Low-Income Housing Occupant Relocation	Placement – Housing Accommodation	NECESSARY	
	Rehabilitative Work Placement	Placement – Employment	NECESSARY	
	Seniors’ Home Services Support	Encounter – Care	NECESSARY	
	Training – Employment	Encounter – Training / Instruction	NECESSARY	
	Training – Work Experience	Encounter – Training / Instruction	NECESSARY	
	Work Placement	Placement – Employment	NECESSARY	

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
Transit	“Dial-A-Route-Transit” (DART)	Transit Trip	DESIRABLE	SOA candidate
	Bus Advertising	Commodity – Sale / Lease / Provide	NECESSARY	SOA candidate
	Bus Shelter/Bus Bench Advertising	Encounter – Campaign / Promotion	NECESSARY	SOA candidate
	Chartered Bus Transit	Transit Trip	DESIRABLE	SOA candidate
	Handi-Transit	Transit Trip	NECESSARY	SOA candidate
	Non-Profit Agency Support	Encounter – Granting / Subsidizing / Loaning	OPTIONAL	SOA candidate
	Permission – Public Transportation Service Licensing	Entitlement	NECESSARY	SOA candidate
	Promotion – Safe Bus Use	Encounter – Campaign / Promotion	DESIRABLE	SOA candidate
	Public Event Support – Transit	Encounter – Consulting / Counselling	DESIRABLE	SOA candidate
	Regular Transit	Transit Trip	NECESSARY	SOA candidate
	Training – Class 2 / Airbrake	Encounter – Training / Instruction	NECESSARY	SOA candidate

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
	Training – Work Experience	Encounter – Training / Instruction	DESIRABLE	SOA candidate
	Transit Equipment Research and Development	Encounter – Granting / Subsidizing / Loaning	NECESSARY	SOA candidate
	Transit Rider Items Lost & Found	Commodity – Collection & Disposal	DESIRABLE	SOA candidate
Water and Waste	Access – Landfill Site	Unreserved Asset Access	NECESSARY	NO
	Bio-Solids Application	Commodity – Production & Distribution	NECESSARY	NO
	Consulting – Basement & Overland/River Flooding	Encounter – Consulting / Counselling	NECESSARY	YES
	Consulting – Hydraulic Systems	Encounter – Consulting / Counselling	NECESSARY	YES
	Consulting – Waste & Pollution	Encounter – Consulting / Counselling	NECESSARY	YES
	Dead Animal Removal	Commodity – Collection & Disposal	NECESSARY	NO

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
	Granting – Waste Water Sewer Service Connection Repair	Encounter – Granting / Subsidizing / Loaning	DESIRABLE	YES
	Ozone Depleting Substance (ODS) Appliance Collection & Disposal	Commodity – Collection & Disposal	NECESSARY	NO
	Permission – Bio-Medical Waste Hauling Vehicle Licensing	Entitlement	NECESSARY	YES
	Permission – Disposal at Landfill	Entitlement	NECESSARY	YES
	Permission – Industrial Waste Water Licensing	Entitlement	NECESSARY	YES
	Permission – Land Drainage / Sump Pump Discharge Licensing	Entitlement	NECESSARY	YES
	Permission – Potable Water Hauler Licensing & Monitoring	Entitlement	NECESSARY	YES
	Permission – Septic Tank/Field Permits & Licensing	Entitlement	NECESSARY	YES

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
	Permission – Septic Waste Hauler Licensing & Monitoring	Entitlement	NECESSARY	YES
	Permission – Water & Sewer Contractor Licensing	Entitlement	NECESSARY	YES
	Permission – Water Hydrant Use	Entitlement	NECESSARY	YES
	Permission – Water/Wastewater Material Standards Approval	Entitlement	NECESSARY	YES
	Potable Water Production & Distribution	Commodity – Production & Distribution	NECESSARY	YES
	Potable Water Sales – Standpipes	Commodity – Production & Distribution	NECESSARY	YES
	Private Water Pipe Thawing	Protection / Mitigation	NECESSARY	NO
	Promotion – Solid Waste Minimization	Encounter – Campaign / Promotion	NECESSARY	YES

ACCOUNTABLE DEPARTMENT	PUBLIC SERVICE NAME	CLASSIFICATION	NECESSITY OF SERVICE	SERVICE TO BE PROVIDED BY CITY
	Promotion – Water Conservation	Encounter – Campaign / Promotion	NECESSARY	YES
	Recycling – Material Collection & Disposal	Commodity – Collection & Disposal	NECESSARY	NO
	Recycling – Material Processing & Sales	Commodity – Sale / Lease / Provide	NECESSARY	NO
	Residential Bulky Waste Collection & Disposal	Commodity – Collection & Disposal	NECESSARY	NO
	Solid Waste Collection & Disposal	Commodity – Collection & Disposal	NECESSARY	NO
	Touring – Water & Waste Facilities	Encounter – Campaign / Promotion	OPTIONAL	NO
	Utility Infrastructure Locating	Encounter – Consulting / Counselling	NECESSARY	YES
	Waste Water Collection, Treatment & Disposal	Commodity – Collection & Disposal	NECESSARY	NO
	Water Conservation Device Sales	Commodity – Sale / Lease / Provide	NECESSARY	NO

**Due to the recent transfer of some social services from the City to the Province, recommendations concerning social services are pending an update of the MRM listing of public services.

LISTING OF INTERNAL SERVICES BY PROGRAM

PROGRAM NAME	INTERNAL SERVICE NAME	SERVICE TO BE PROVIDED BY CITY
Financial Stewardship	Accounting	YES
	Auditing	NO
	Financial Planning & Budgeting	YES
	Financial Reporting	YES
	Financing	YES
	Funds Collection	YES
	Purchasing	YES
	Risk Management	YES
Human Resource Stewardship	Collective Bargaining	NO
	Contract Management (external agents)	YES
	Human Resource Counselling	YES
	Human Resource Recruitment & Selection	YES

PROGRAM NAME	INTERNAL SERVICE NAME	SERVICE TO BE PROVIDED BY CITY
	Human Resource Rehabilitation & Redeployment	YES
	Human Resource Termination	YES
	Human Resource Training & Development	YES
	Job Evaluation & Compensation Determination	YES
	Labour Relations	YES
	Occupational Health	YES
	Payroll & Benefits Administration	NO (partly out)
	Workplace Safety & Industrial Hygiene	YES
Information Stewardship	External Rules Interpretation	YES
	External Rules Monitoring	YES
	I.T. Application System Development	NO
	I.T. Application System Planning	NO (partly out)
	I.T. Application System Support	YES
	I.T. Database Development	NO

PROGRAM NAME	INTERNAL SERVICE NAME	SERVICE TO BE PROVIDED BY CITY
	I.T. Database Planning	NO (partly out)
	I.T. Database Support	YES
	I.T. Infrastructure Development	NO
	I.T. Infrastructure Operations & Maintenance	YES
	I.T. Infrastructure Planning	NO (partly out)
	Internal Rules Development	YES
	Internal Rules Interpretation	YES
	Internal Rules Monitoring	YES
	Records Management	YES
Physical Asset Stewardship	Electronic Communications Infrastructure Design & Construction	NO
	Electronic Communications Infrastructure Operations & Maintenance	YES
	Electronic Communications Infrastructure Planning	NO (partly out)
	Facility Design & Construction	NO
	Facility Operations & Maintenance	NO

PROGRAM NAME	INTERNAL SERVICE NAME	SERVICE TO BE PROVIDED BY CITY
	Facility Planning	NO (partly out)
	Fleet Acquisition	NO or SOA candidate
	Fleet Maintenance	NO or SOA candidate
	Fleet Planning	YES or SOA candidate
	Hydro Infrastructure Design & Construction	NO
	Hydro Infrastructure Operations & Maintenance	NO
	Hydro Infrastructure Planning	NO
	Inventory Control	YES
	Land Drainage Infrastructure Design & Construction	YES
	Land Drainage Infrastructure Operations & Maintenance	YES
	Land Drainage Infrastructure Planning	YES
	Moveable Equipment Planning & Maintenance	YES (planning) / NO (maintenance)
	Passive Structure Design & Construction	NO
	Passive Structure Operations & Maintenance	NO

PROGRAM NAME	INTERNAL SERVICE NAME	SERVICE TO BE PROVIDED BY CITY
	Passive Structure Planning	NO (partly out)
	Property Acquisition & Disposal	YES
	Roadway Infrastructure Design & Construction	NO
	Roadway Infrastructure Operations & Maintenance	NO
	Roadway Infrastructure Planning	YES
	Waste Water Infrastructure Design & Construction	NO
	Waste Water Infrastructure Operations & Maintenance	NO
	Waste Water Infrastructure Planning	YES
	Water Infrastructure Design & Construction	NO
	Water Infrastructure Operations & Maintenance	NO
	Water Infrastructure Planning	YES

CONCLUSION

“We support too many services on property taxes.” (Mayor Murray, 1999 State of the City Address)

Today, competition does not confine itself exclusively within the business arena; cities, provinces and countries compete everyday for people, businesses and economic opportunities. In his 1999 State of the City Address, Mayor Murray notes:

“... if we don’t realize that in this global economy where cities compete with other cities for intellectual capital and quality of life, if we’re not all on the same page and not on the same team we will not succeed.”

If Winnipeg is to survive in the global economy, it must be competitive. Having a efficient civic government that offers taxpayers best value for their money must be a cornerstone in any strategy.

“We recognize that citizens invest their tax dollars in our organization. In return, citizens expect value from us...The desire for quality services is seemingly endless in nature. There are not sufficient resources to do all the worthy things that could be done...We know there is little to be gained by spreading our efforts too thin.”
(Page 11, ‘Our Guiding Principles’, City of Winnipeg Corporate Plan – March 1999)

The Chamber review follows a philosophy that keeps the control, design framework, regulation and licensing powers, and supervision of core services in the hands of City forces. Management flexibility to ensure the ability of the City to adapt to changing circumstances and cost sensitivity as it relates to expenditures of public funds were equally fundamental to this review process.

Separate reviews of existing City of Winnipeg collective agreements and the system of competitive bidding are being conducted and recommendations to help the City attain these results will be forthcoming in due course.

There are some areas that could potentially be candidates for alternative delivery that we have suggested be left with the City’s own delivery mechanism. These are areas that are politically sensitive where the debate over their divestiture could be made so emotional by vested interests, that any proper financial or efficiency examination would be ignored. This could also slow down the implementation of other important changes. These specific services could be examined at a later time, when most of the changes have been completed.

Any service component that can be successfully delivered by the private sector with a financial advantage, or is better suited for a private / public partnership should be dispatched to the most cost effective delivery mechanism. This is also true of some components of the services that would be maintained by traditional City forces. Whenever possible, those services should be provided through a Special Operating Agency (SOA).

The Chamber recognizes that the recommendations outlined in this review will necessitate a reduction of permanent staff at the City and, as a result, has the potential to create some hardships for individuals. While the elimination of some civic services will require an immediate reduction in current staffing, we believe a significant number of the reductions can occur through attrition, volunteer retirement, vacancy management and other alternatives.

The classification of the services in the manner we have done becomes the first step in deciding the core services of the City. The next step is to translate these decisions into future budget preparations.

We believe that the targeted 10% reduction in property tax is but a starting point. Raising additional revenues is not the answer as there is only one taxpayer. The answer rests in redefining core services and better managing service delivery expenditures.

The commitment of citizens to this City and the community of people within it has been tremendous, particularly in the face of the tax burden we all shoulder. However, the patience of citizens has evaporated and, as the 1998 Civic Election so aptly demonstrated, the time has come for immediate and significant cuts in taxes.

It is The Chamber's belief that this core mandate and service delivery review provides Council with the tools with which to begin attaining fiscal and tax competitiveness.