About the Records Committee

Following a review of City recordkeeping practices in 1996, the Records Committee was established by amendment to The City of Winnipeg Charter Act. The role and mandate of the Records Committee, now specified in Section 110 (2) of the Charter, is as follows:

- to make recommendations to Council;
- to implement policies and procedures approved by Council for the management, retention, safekeeping, disposition and destruction of records in all City departments;
- to report on the management and condition of recordkeeping and information handling;
- to determine suitable retention and disposal authorities and procedures for all City records.

The Records Committee is comprised as follows:

- the City Records Manager/Archivist (or designate) to serve as Chairperson
- the City Clerk (or designate)
- the City Treasurer (or designate)
- the City Auditor (or designate)
- the City Solicitor (or designate)
- two citizen members, appointed by City Council for a 2 year term.

Members (for the year 2010)

Winnipeg Public Service Representatives:

- Jody Baltessen, City Records Manager/Archivist
- Richard Kachur, City Clerk
- Elaine Waterman, City Treasurer designate
- Donna Woytowich, City Auditor designate
- Harold Dick, Solicitor, City Solicitor designate

Citizen Representatives:

- Elizabeth Blight
- Dr. Tom Nesmith

Archives and the Cultural Life of Cities

In November, the Archives and the Association for Manitoba Archives hosted the symposium Archives and the Cultural Live of Cities. This well-attended event brought together a compelling mix of speakers and demonstrated that archives in Winnipeg are full of engaging materials used to inspire creative works such as plays, music and visual art - one of the ways in which culture is defined. But it was also clear that archives function as part of their sponsoring bodies, making accessible records that ensure accountability. Given this primary role, the challenge for archives is to build inclusivity into the collection by acquiring a broad range of materials that enable creators to shape and reshape narratives about place, community and self.

Archival material from artist-run centres on display at the Symposium.
Since its formation in 1977, the Archives and Records Control Branch has experienced considerable development and change – a trend that continued through 2010. With support from departmental colleagues, the following major initiatives and projects were completed during the year:

**Governance:**
After an extensive discovery process to track records series impacted by organizational change, to identify records series created by Special Operating Agencies, and to assess the disposition of all City records series, Branch staff worked with Legal Services to rewrite the City’s Records Management By-Law. This project was concluded in July with Council approval of By-Law 86/2010.

**Accreditation:**
In 2010, the Branch was required to submit documentation to the Association for Manitoba Archives (AMA) to support the archival program’s standing as an institutional member. The Branch was a founding member of the AMA in 1980, was first accredited in 1995 and was re-accredited this year following a review of policy and related documentation. Accreditation enables the Branch to participate in cooperative projects managed by the AMA and to apply for federal grants adjudicated and administered locally by the AMA. Since 2001, the Branch has received $77,643.70 in grant monies. These funds have enabled the appraisal, rehousing and description of the City’s archival records to national standards.

The Branch has also taken advantage of services offered by the AMA through specialist contractors: humidification/flattening of fragile oversize documents, facility and collection assessments; specialized education and training opportunities for staff.

**Technology:**
In partnership with O’Neil Software Inc. and several City departments, the Branch launched a new intranet web interface using recently acquired O’Neil records management software (RSWeb). Participating departmental records managers can now access information about records stored in the Corporate Records Centre, order and track boxes and files and create new transfers from their own workstations using an online link on their desktop or through the City’s intranet. This innovative project will be featured in a number of records and information management publications in 2011.

**Civic Election:**
In addition to Branch programming, staff work with City Clerk’s colleagues to deliver civic elections. This year, significant staff time was required to prepare and maintain new election equipment for advance and election day voting opportunities; to train the more than 2000 election workers deployed to voting places; and to order, pack, and ship out voting supplies. On Election Day, the Branch was closed and staff were deployed in the field to respond to questions and deal with issues at voting places throughout the City. Following Election Day, staff were on site at the Corporate Records Centre to receive and secure vital election records as they returned from the field.

*Message from the Chairperson, Jody Baltessen*

Election records and artifacts.
Facilities - 380 William:

Extensive exterior work at 380 William was concluded this year with repointing of masonry, construction of barrier-free access, and grading and landscaping of the grounds – installation of an interior lift to complete the accessibility project, enhancements to the front foyer and reinstallation of the iron fence around the property are pending.

Capital projects to improve the functionality of 380 William are planned over the next five years, drawing on the vision articulated in a 2010 report prepared by Cibinel Architects Ltd.: Facility Renewal and Redevelopment Strategy for the City of Winnipeg Archives and Records Control: 380 William Avenue. The report addresses critical program requirements and building issues, and prioritizes spending over several years as approved capital comes on stream. A key outcome of the report is the identification of space to be developed as a vault that meets current environmental standards for the long term preservation of archival materials – a recent appraisal of the City’s core archival collection established its monetary value at $4.1 million. Improved housing for this irreplaceable civic asset is a significant issue to be addressed through facility renewal and redevelopment.

Facilities - 311 Ross:

In 2009, new shelving installed on the second floor of 311 Ross increased capacity by 5500 boxes to 15000 boxes. At year-end, the Corporate Records Centre was approximately two-thirds full. Anticipating major construction at 380 William, all available capacity at 311 Ross will be taken up by planned transfers of temporary records out of 380 William. Branch staff will continue to monitor demand and balance incoming transfers against the routine scheduled destruction of temporary records.

Proposed Redevelopment, 380 William.
Challenges Ahead:

Leadership, program development and change management require strategic thinking, effective policies and an environment that stimulates and encourages innovation. As is the case in archives and records management programs elsewhere, Branch staff are confronted by a complex duality: at one extreme, the City is embracing e-government and quickly integrating new technologies into the workplace. As this occurs, City staff must ensure that complete, accurate, reliable and useable records are captured, stored, and remain accessible over time. Branch staff consult as much as possible with departmental colleagues regarding the requirements for recordkeeping within an electronic environment. However, the Branch’s ability to assist in the requisite analysis of organizational functions to determine what electronic records/systems should be maintained for corporate purposes – as well as for social purposes because they document organizational activity of historical significance – is limited by the demands of managing a considerable inventory of physical records: part of which is made up of the City’s extensive and valuable paper-based archival collection. Our ability to balance resources and position ourselves strategically to address these competing concerns presents the Branch with an ongoing challenge - one that we will continue to address through strategic partnerships and by designing projects that align with longer term Branch and Departmental goals and objectives.

Inspired redesign, exterior front entrance, 380 William. When interior renovations to the front foyer are completed in 2011, the Archives will be fully accessible.

As noted elsewhere, proposed redevelopment of 380 William will improve storage conditions for archival records, as well as renew staff and public spaces.
Acknowledgements

The Records Committee wishes to acknowledge the work and commitment of:

- Archives and Records Control Branch staff for their ongoing effort and achievements in 2010
- Corporate Education for administrative support and resources for all training initiatives
- St. Boniface Museum for ongoing use of display cases
- City of Winnipeg Departmental Records Officers and Freedom of Information and Protection of Privacy Act Coordinators for their participation in records management access to information and protection of privacy services
- Civic Accommodations staff for their assistance and ongoing support at the Corporate Records Centre at 311 Ross
- Planning, Property and Development staff for overseeing major construction projects and the building renewal and redevelopment study for 380 William
- The financial support of the Government of Canada through Library and Archives Canada – administered by the Canadian Council of Archives (CCA)
- The financial support of the Province of Manitoba through Culture, Heritage and Tourism – administered by the Historic Resources Branch and the Heritage Grants Advisory Council (HGAC)

Archives and Records Control Branch Staff (as at December 31, 2010)

City Records Manager/Archivist - Jody Baltessen
Senior Records Manager - Scott Reid
Records Manager - Don Kroeker
Senior Archivist - Vacant
Archivist - Martin Comeau
Clerk - Sallie Caufield (seconded July 2009 to Board of Adjustment, returned March 2010)
Clerk - Lynne Foster
Clerk - Jeanne Gobeil (seconded July 2009 to Board of Adjustment, returned March 2010)
Clerk - Pam Hnatowich (joined Branch in October 2010)
Clerk - Vacant (Evelyn West, retired May 2010)
Civic records are created, kept and managed in the public trust to protect the City’s corporate and public memory. Records contain information about decision-making, daily operations and service delivery. Records management and archives are key functions in civic government because they support the creation and maintenance of accurate, authentic and usable records for all citizens.

Through its records management and archival programs, the City ensures that records required to meet legal and fiscal obligations and for historical research are available when and where they are required. In keeping with these responsibilities, the Records Committee is pleased to note the following highlights:

**January/February/March**
- Archives hosts Red River College Library Technician student for practicum
- 4 mayors’ portraits removed/returned for conservation treatment

**April/May/June**
- Records Committee meeting
- Design, training and implementation of intranet web interface, O’Neil software

**July/August/September**
- Council approval of new Records Management By-Law 86/2010

**October/November/December**
- Civic Election
- Construction of exterior ramp completed
- Archives hosts symposium: Archives and the Cultural Life of Cities
- Archives calendar published
- Cibinel Architects Ltd. submits final report on renewal and redevelopment of 380 William
- Records Committee meeting
- 3 mayors’ portraits removed/returned for conservation treatment
Branch Programs

Corporate Records Centre Program

To enhance communication with departmental records managers and City staff involved in records management, Branch staff set up a Records Management Forum on The Courtyard. The Courtyard is an internal application launched in 2010, part of an initiative to introduce tools for social collaboration into the work environment. The software allows for online creation and sharing of content, as well as participant discussion. By visiting The Courtyard, departmental colleagues can access a variety of records management tools and ask questions regarding the management of City records and information.

RM Training/Education

Branch staff work as guest trainers with Corporate Education to develop and deliver specialized training to City staff. This year, 14 participants from various departments attended the following courses:

- Developing and Managing Filing Systems
- Records Management for Leaders
- Basic Records Management Operations

Freedom of Information and Protection of Privacy Act (FIPPA)

In 2010, the City experienced a significant increase in the number of enquiries received under FIPPA – a total of 342, up from 202 in 2009.

FIPPA training courses are available to City staff through Corporate Education. In 2010, 33 employees attended these courses. City staff are also encouraged to attend the Manitoba Ombudsman’s Brown Bag lunch series, and to contact the Information and Privacy Policy Secretariat of the provincial government for guidance and advice about information and privacy protection to local public bodies such as the City of Winnipeg.

Archives Program

As noted in past reports, the Branch has a considerable backlog of records that require archival processing. A significant portion of records in this backlog require humidification and flattening before arrangement, description and rehousing can be done. Though labour intensive, this work prepares important historical records for digitization and wide availability through the web, should resources become available. The Branch continues to search out and develop partnerships to support preservation and archival processing projects to make our holdings more accessible to the public.

Records brought under control in 2010:

- Martin-Hindle Family Collection, 1899-1954
- Susan Thompson Fond (additions), 1984-2007
- City Engineer (Hurst Collection), 1885-1974 (156 maps and plans)
- Planning, Property and Development, Demolished Buildings, 1900-1954 (373 architectural plans)

Plan of City Hall Grounds, 1886 (82/19 Miscellaneous Maps and Plans)
Partnerships

Legal Services

Together with Legal Services, Branch staff completed work on a significant revision of the City’s Records Management by-law. The new by-law – Records Management By-Law 86/2010 – was approved by Council in July and immediately came into force. Administrative Standard AS-006 – Corporate Recordkeeping – will now be reviewed, updated and submitted to the Chief Administrative Officer. Administrative standards define authorities, responsibilities and processes in areas that affect the City as a whole and provide guidance to City staff at all levels.

Planning Property and Development, Municipal Cemeteries Branch

In addition to archival records held by the Branch, many civic departments are responsible for operational records designated archival in Records Management By-Law 86/2010. To ensure that these records are appropriately maintained, departmental colleagues seek advice from Branch staff on preservation, access and digitization. In 2010, the Municipal Cemeteries Branch worked with Archives’ staff to plan a digitization project for original at risk cemetery registers under their care – the City opened its first municipal cemetery in 1878.

Because this is a shared concern for all cemetery managers, the Branch was asked to speak about the management and preservation of archival records at the Western Canadian Cemetery Association Conference in September.

Association for Manitoba Archives (AMA)

In 2008, Branch staff identified needs for software infrastructure to advance both records management and archives programs. Subsequently, O’Neil Records Management Software was purchased to administer the Corporate Records Centre Program. In 2010, the AMA announced plans to develop a cooperative project to extend use of a web-based archival description software to archives in Manitoba. This project directly addresses the Archives’ requirements for standard-compliant software to hold descriptive information about archival and corporate records, and Branch staff are working with the AMA to define and develop the project.

Donations from Friends of the Archives

Friends of the Archives are donors of items or collections relating to the history of Winnipeg.

The Archives received 11 donations in 2010, notably an addition to the Susan A. Thompson collection. This new material covers Ms Thompson’s career following her term as Mayor of Winnipeg, and includes speeches, photographs and several scrapbooks covering the 1997 Flood of the Century.

The Archives is grateful to all who donated materials in 2010. Tax receipts may be issued for some donations, depending on their value. For information regarding donations, please contact the Archives at 986-5325.
With a grant from the Heritage Grants Advisory Council, arrangement, rehousing and description of a collection of architectural plans for demolished buildings was completed by contract archivist Carole Boily. Grant applications were submitted to the Heritage Grants Advisory Council (HGAC) and the Canadian Council on Archives (CCA). Both applications were successful and will facilitate archival processing of two significant record series: Election Records, 1874-1971 and Health Committee Records, 1874-1971. These projects will be completed in 2011. Grant-funded projects to 2010 are summarized in the following table.

Table of Grants Received, 2001-2010

<table>
<thead>
<tr>
<th>Grant Source</th>
<th>ID/Description</th>
<th>Grant/Match*</th>
</tr>
</thead>
<tbody>
<tr>
<td>HGAC</td>
<td>01J-H222, Microfilming of Assessment Rolls, 1874-1928</td>
<td>$7,500.00/$14,681.98</td>
</tr>
<tr>
<td>HGAC</td>
<td>03F-H009, Pathways to Winnipeg History, Teaching Tools</td>
<td>$6,000.00/$19,111.20</td>
</tr>
<tr>
<td>HGAC</td>
<td>06J-H245, Conservation Skills Training, St. Boniface Assessment Rolls, 1907-1959</td>
<td>$450.00/$3,574.31</td>
</tr>
<tr>
<td>HGAC</td>
<td>07J-H286, Appraise, Arrange, Describe and Rehouse Records of the City of St. Boniface (Phase I)</td>
<td>$7,635.00/$10,315.35</td>
</tr>
<tr>
<td>HGAC</td>
<td>08F-H114, City of St. Boniface (Phase II)</td>
<td>$5,090.00/$6,483.82</td>
</tr>
<tr>
<td>HGAC</td>
<td>09J-H107, Arrange, Rehouse and Describe Architectural Plans for Demolished Buildings, 1900-1954</td>
<td>$5,938.00/$5,999.37</td>
</tr>
<tr>
<td>HGAC</td>
<td>10J-H133, Humidify, Appraise, Arrange, Describe and Rehouse Election Records, Winnipeg, 1874-1971</td>
<td>$6,441.00/$8,788.03</td>
</tr>
<tr>
<td>Sub-Total, HGAC</td>
<td></td>
<td>$39,054.00/$68,954.06</td>
</tr>
<tr>
<td>Canadian Council of Archives (CCA)</td>
<td>4029-MI-0307, Rehouse Maps and Plans (McPhillips and Goad Fire Insurance Atlases)</td>
<td>$8897.70/$11,519.16</td>
</tr>
<tr>
<td>CCA</td>
<td>4028-MI-0402, Humidify, Appraise, Arrange, Describe and Rehouse Council Communications, City of Winnipeg, 1874-1971</td>
<td>$4,760.00/$9,174.86</td>
</tr>
<tr>
<td>CCA</td>
<td>6237-MI-0707, Residential History Research Guide, City of St. Boniface</td>
<td>$4,500.00/$5,158.33</td>
</tr>
<tr>
<td>CCA</td>
<td>Digitization Project - Minutes of the City of St. Boniface, 1890-1924</td>
<td>$4,969.20/$5480.90</td>
</tr>
<tr>
<td>CCA</td>
<td>6237-MI-1004, Humidify, Appraise, Describe and Rehouse Health Committee Records, 1874-1971</td>
<td>$5,938.80/$6,312.25</td>
</tr>
<tr>
<td>Sub-Total, CCA</td>
<td></td>
<td>$29,065.70/$37,645.50</td>
</tr>
<tr>
<td>PP&amp;D, Historical Buildings Committee</td>
<td>Monetary Appraisal of the Core Archival Collection, City of Winnipeg Archives</td>
<td>$10,000.00/na</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>$78,119.70/$106,599.56</td>
</tr>
</tbody>
</table>

* Most funding agencies require a matching commitment of 50% of the value of the grant.
Service statistics track operational activities undertaken by Branch staff throughout the year. While useful for measuring basic levels of activity, service statistics do not reflect staff time required to prepare for and administer research visits of variable complexity/duration or process departmental requests for boxes, transfers or destruction orders. Nor do they communicate the value of recordkeeping to the City.

## Archives, Researcher Services, 2006-2010

<table>
<thead>
<tr>
<th>Year</th>
<th>Research Visits (In Person)</th>
<th>Requests for Information/Research (via Mail, E-Mail and Telephone)</th>
<th>Archival Records Retrievals</th>
<th>Copies Prepared**</th>
<th>Acquisitions***</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>1170</td>
<td>774</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2007</td>
<td>1270</td>
<td>661</td>
<td>1437</td>
<td>1020</td>
<td>16</td>
</tr>
<tr>
<td>2008</td>
<td>1298</td>
<td>705</td>
<td>1842</td>
<td>1460</td>
<td>114</td>
</tr>
<tr>
<td>2009</td>
<td>1195</td>
<td>686</td>
<td>1886</td>
<td>1469</td>
<td>4</td>
</tr>
<tr>
<td>2010</td>
<td>958*</td>
<td>387</td>
<td>1565</td>
<td>658</td>
<td>15</td>
</tr>
</tbody>
</table>

* The lower count results from several closures at 380 William during construction and for the Civic Election.

** Includes photocopies of records and prints of photographs and plans. Researchers are tending to use digital cameras or portable scanners to prepare their own copies, hence the drop in volume of copies prepared by staff.

*** In cubic feet (11 donations).
## Archives, Outreach Services, 2006-2010

<table>
<thead>
<tr>
<th>Year</th>
<th>Publications</th>
<th>Archival Exhibits</th>
<th>Lectures/Speaking Engagements</th>
<th>Archives Tours</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>11</td>
</tr>
<tr>
<td>2007</td>
<td>2</td>
<td>5</td>
<td>6</td>
<td>13</td>
</tr>
<tr>
<td>2008</td>
<td>2</td>
<td>2</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>2009</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>2010</td>
<td>2</td>
<td>2</td>
<td>7</td>
<td>3</td>
</tr>
</tbody>
</table>

## Records Centre Services, 2007-2010*

<table>
<thead>
<tr>
<th>Year</th>
<th>Transfers**</th>
<th>Regular Retrievals</th>
<th>Rush Retrievals</th>
<th>Refiles</th>
<th>Destruction**</th>
<th>Withdrawals***</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>3315</td>
<td>813</td>
<td>84</td>
<td>633</td>
<td>261</td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>1357</td>
<td>1025</td>
<td>69</td>
<td>564</td>
<td>462</td>
<td>64</td>
</tr>
<tr>
<td>2009</td>
<td>687</td>
<td>996</td>
<td>51</td>
<td>408</td>
<td>310</td>
<td>0</td>
</tr>
<tr>
<td>2010</td>
<td>742</td>
<td>953</td>
<td>28</td>
<td>721</td>
<td>1166</td>
<td>20</td>
</tr>
</tbody>
</table>

* Statistics for services provided to City departments under the Corporate Records Centre Program that came into effect on January 1, 2007.

** In cubic feet. Analysis of transfers as records are migrated into O'Neil simplifies the identification of records that have reached disposition dates. As a result, planned destruction is up - a trend that we expect will continue for several years.

*** In cubic feet.
### FIPPA Services, 2006-2010

*(Internal Statistics compiled by City Clerk’s Department)*

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Requests Processed*</td>
<td>228</td>
<td>177</td>
<td>213</td>
<td>202</td>
<td>342</td>
</tr>
<tr>
<td>Granted in Full</td>
<td>59</td>
<td>37</td>
<td>90</td>
<td>43</td>
<td>46</td>
</tr>
<tr>
<td>Granted in Part</td>
<td>125</td>
<td>88</td>
<td>69</td>
<td>80</td>
<td>187</td>
</tr>
<tr>
<td>Denied- Record does not Exist</td>
<td>22</td>
<td>19</td>
<td>13</td>
<td>20</td>
<td>29</td>
</tr>
<tr>
<td>Refused to Confirm or Deny Existence of a Record</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Repetitive/Incomprehensible/Already Provided/ Publicly Available</td>
<td>6</td>
<td>1</td>
<td>2</td>
<td>8</td>
<td>5</td>
</tr>
<tr>
<td>Pending</td>
<td>3</td>
<td>8</td>
<td>15</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td><strong>Appeals made under FIPPA</strong></td>
<td>10</td>
<td>10</td>
<td>2</td>
<td>23</td>
<td>38</td>
</tr>
<tr>
<td><strong>Appeals made under PHIA</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

* The City assigned tracking numbers to a total of 360 FIPPA requests in 2010, 18 of which were withdrawn.

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Carnegie Library, home of the Archives and Records Control Branch, 380 William, circa 1908.
## FIPPA Requests by Departments, 2009-2010*

<table>
<thead>
<tr>
<th>Department</th>
<th>2009 Number of Requests</th>
<th>2010 Number of Requests</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment &amp; Taxation</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>Audit</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>CAO, Office of the</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>City Clerk’s</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Community Services</td>
<td>9</td>
<td>45</td>
</tr>
<tr>
<td>Corporate Support Services</td>
<td>13</td>
<td>39</td>
</tr>
<tr>
<td>Fire Paramedic Service</td>
<td>36</td>
<td>61</td>
</tr>
<tr>
<td>Mayor’s Office</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>Planning, Property and Development</td>
<td>9</td>
<td>17</td>
</tr>
<tr>
<td>Public Works</td>
<td>9</td>
<td>23</td>
</tr>
<tr>
<td>Transit</td>
<td>8</td>
<td>5</td>
</tr>
<tr>
<td>Water and Waste</td>
<td>14</td>
<td>18</td>
</tr>
<tr>
<td>Winnipeg Police Services</td>
<td>116</td>
<td>138</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>227</strong></td>
<td><strong>383</strong></td>
</tr>
</tbody>
</table>

* As a result of extensive organizational change, direct comparisons can be made for 2009 and 2010 only.

** The total Number of Requests includes withdrawn and transferred requests and reflects the fact that some requests are sent to more than one Department.

## FIPPA CONTACTS (as at December 31, 2010)

- Assessment and Taxation: Mel Chambers
- Audit: Donna Woytowich
- CAO: Janet Thomas
- City Clerk’s: Danielle Caron
- Community Services: Kathy Knudsen
- Corporate Support Services: Gerry Berkowski
- Fire Paramedic Services: Michelle Weimer
- Mayor’s Office: Brad Salyn
- Planning, Property and Development: Pam Langstaff
- Public Works: Brenda Jasper
- Transit: Tanis Yanchishyn
- Water and Waste: Allan Neyedly
- Winnipeg Police Service: Kim Carswell
- Winnipeg Parking Authority: Colin Stewart