

Appendix A – Survey Respondents

Age	
Row Labels	Count of Q1
Under 18	1
18 to 24	22
25 to 34	108
35 to 44	175
45 to 54	174
55 to 64	245
65 or over	182
Grand Total	907

Highest Level of Education	
Row Labels	Count of Q2
Some high school	22
Some college or university, but no degree	216
High school diploma or equivalent	82
Bachelor's degree / college diploma	388
Master's degree	133
Doctorate	25
Other (please specify)	36
Grand Total	902

Total annual household income	
Row Labels	Count of Q3
Up to \$40,000	130
\$40,000 – \$59,999	130
\$60,000 – \$84,999	160
\$85,000 to \$124,999	231
\$125,000 and over	222
Grand Total	873

Gender	
Row Labels	Count of Q4
Female	385
Male	457
Non-binary	7

Appendix A – Survey Respondents

Prefer not to disclose	35
Prefer to self-describe (please describe)	8
Grand Total	892

Are you part of marginalized group?

Row Labels	Count of Q5
Yes. Please explain if you wish or enter n/a	188
No	705
Grand Total	893

What area of the city do you live in?

Row Labels	Count of Q6
Charleswood – Tuxedo	72
Daniel McIntyre	60
Elmwood – East Kildonan	53
Fort Rouge – East Fort Garry	83
Mynarski	41
North Kildonan	68
Old Kildonan	39
Point Douglas	15
River Heights – Fort Garry	97
St. Boniface	55
St. James	77
St. Norbert – Seine River	48
St. Vital	98
Transcona	60
Waverley West	41
Grand Total	907

Appendix B – Ideas Tool Responses

How could the City increase citizens' ability to inform Council decisions?			
Ideas		Votes	
Title	Description	Votes	Unvotes
the city should explore and look to implement aspects of Edmonton's "neighbourhood renewal" program.	it would gives residents a comprehensive option to comment and participate in changes in their neighbourhood related to transportation, infrastructure, parks, etc.	3	0
Reduce the current EPC Model from 7 members +2 to just 7 members and prevent all future mayors adding 2 additional members	All appointed positions must come from the 7 positions of the EPC. No additional councillors are to be appointed to serve in the Mayor's Inner-Circle. This will reduce the temptation to stack the voting deck in the Mayor's favour. This will ensure that City Hall has a democratic process that is truly transparent and more accountable when governing the affairs of the city. The citizen's representative from each Ward will truly have a voice for ALL issues that are presented to Council.	8	0
Mayor appoints Deputy Mayor only . ALL Councillors participate in SPCs and elect a chair of each SPC to sit on EPC.	This allows for a more democratic council. Time limits to serve on each SPC would be another complimentary consideration.	2	0
Create a web page whereby citizens and property tax payers can easily see what city councilors either voted for or against at City Hall.		1	0
Move to Vancouver's model of having councillors elected at large rather than by geographic ward so they represent ALL Winnipeggers.		1	0
Make it harder for councillors to overrule or ignore policies.		1	0
City School	Annual trips to other cities by the entire City Hall leadership team. Mayor, all councillors, and department leaders together. Become a team. Go to one Asian / South American city, to one European city, to one North American city each year. Study and meet with leaders in those cities. "What is working? What is not? What can we implement in Winnipeg? How come we haven't tried __XX__ ? Oh, look how they solved that problem! Oh, so THAT'S what happens to vibrancy, business and tourism when you invest in densification and good design and don't just build cheap suburbs." What we've been doing for the past 75	0	0

Appendix B – Ideas Tool Responses

How could the City increase citizens' ability to inform Council decisions?			
Ideas		Votes	
Title	Description	Votes	Unvotes
	years hasn't exactly worked great. So let's get inspired by other places and start improving Winnipeg's quality of life.		
Comment response to "Reduce the layers to Development Applications"	That entire department should be fired into the sun and re-built.	0	0
Comment response to "Move to Vancouver's model of having councillors elected at large rather than by geographic ward so they represent ALL Winnipeggers."	love this	0	0
Comment response to "Make it harder for councillors to overrule or ignore policies."	I get especially miffed when councillors vote against beneficial projects that aren't even in their wards. Why does the Transcona councillor get a say in traffic calming measures in West Broadway?	0	0
Grow ops on residential streets	Residents on a the street should have their input prior to the city granting a permit. No one lives in these homes. These people come on go increasing traffic on the street. The smell is disgusting where no one in the neighborhood can enjoy their own property or even go for a walk. Jeopardizes the safety of young children to due the traffic and smell. All grow op licensing should be canceled and reviewed with neighbouring homes and city council. Signage should be placed on property notifying residents that an application for a grow op has been made giving residents the option to disagree.	1	0
Reduce the layers to Development Applications	Winnipeg has too many layers. With clear development by-laws there is no need for that much oversight.	0	0
More budget transparency	I would like to know what and where crimes are being committed within the city, per neighbourhood. It would also be important to know if the budget for crime prevention measures differs per neighbourhood... And what the reasoning is for that!	0	0
REQUIRE budgets to match the policy plans such as OurWinnipeg, Complete Communities, Transportation Master Plan, Transit Master Plan, etc.		0	0

Appendix B – Ideas Tool Responses

How could the City increase citizens' ability to inform Council decisions?			
Ideas		Votes	
Title	Description	Votes	Unvotes
Rotate the role of Deputy Mayor among all councillors. The Mayor should not appoint any roles.		0	0
Provide more time for feedback	There is often little time between public release of a report and opportunities to speak to the report before council. By providing more time between release of a report and the deadline to speak or submit responses/recommendations related to that report, you would greatly increase people's ability to meaningfully provide feedback for council.	0	0
Comment response to "Reduce the current EPC Model from 7 members +2 to just 7 members and prevent all future mayors adding 2 additional members"	Excellent post, very well said. This is a fundamental and crucial change which MUST be made. There is no reason not to.	0	0
Comment response to "Mayor appoints Deputy Mayor only . ALL Councillors participate in SPCs and elect a chair of each SPC to sit on EPC."	Could we do away with the EPC entirely?	0	0
Comment response to "More budget transparency"	The city should also publish its crime solving success rate. I think Winnipeggers would be surprised to learn how low that number is and support a re-thinking of what roles the police take on and how that money could be better allocated.	0	0
Comment response to "REQUIRE budgets to match the policy plans such as OurWinnipeg, Complete Communities, Transportation Master Plan, Transit Master Plan, etc."	And add TEETH to those plans in terms of targets, objectives.	0	0

Appendix B – Ideas Tool Responses

What information would be helpful to understand the City's performance?			
Ideas		Votes	
Title	Description	Votes	Unvotes
valid explanations without coverups re: failed "rapid transit" rollout (now being revisited) and environmental destruction entailed	Rapid Transit is a bust!	0	0
Dashboard showing progress on policy indicators	While the city has many policies in place to provide advice, there is no real link between the city budget and those policies, and especially to their intended outcomes. Could we have something similar to the United Ways MyPeg that would allow citizens to look at key city policies to see what progress is being made on key indicators (year over year, compared to policy targets) etc, and what budget lines relate to the policy and its indicators (again along with year over year comparisons). I think that would make it much easier to identify what policies we are making progress on, where we need help, and what actions are underway to reach those policy goals.	0	0

How could the City encourage "seldom heard voices" to participate more fully in public engagement activities?			
Ideas		Votes	
Title	Description	Votes	Unvotes
Add transparency to the City budget and expenses: It would be great to have online public access to all CoW expenses.	Add transparency to the City budget and expenses: it would be great to have online public access to the data on all current expenses vs. budget. I would like to see how what was spent on a particular city's district (e.g. Transcona, River Heights) as well as categories (e.g. infrastructure - schools, infrastructure - roads etc.). If this data is published regularly (e.g. bi-weekly or monthly). I want to see how my tax dollars are spent to make sure high priority issues and needs are addressed first. Also, it is important to monitor how particular expenses align with the election promises and programs. This would give the City of Winnipeg citizens more public control and visibility.	0	0



City of Winnipeg Governance Issues

City of Winnipeg
March Omni 2021



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RESEARCH INC.

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Key Findings

A strong majority of Winnipeggers feel they have some understanding of the City's governance process, but indicate this process is not particularly timely, effective or accessible to them as citizens. Despite this negative impression, a significant proportion of Winnipeggers, 59 per cent, have tried to make their voice heard at City Hall – at least by completing an online survey about a city issue. Here again, their assessment of the experience participating in City Hall's decisions tends to be more negative than positive.

- Eight-in-ten Winnipeggers feel they have at least a basic understanding of how their city is governed, with men, older Winnipeggers and those with higher socio-economic status most confident in their grasp of civic governance.
- Only one-in-six Winnipeggers feel it's relatively easy to find information about city decisions and to understand that information once they've found it.
- Similarly, a relatively small proportion of Winnipeggers feel the city's decision-making process is fair and fast and open to public input. One-in-five Winnipeggers feel the City makes fair decisions. However, nearly four-in-ten rate the City's ability to make timely decision as "poor", and nearly the same proportion also say the City does a poor job of ensuring reasonable access to public input. As well, Winnipeggers rate the city poorly on the level of accountability it provides the public.
- Winnipeggers approve only slightly more of the city's ability to make sure civic government functions effectively, with one-in-five rating this as good or excellent.
- Nearly six-in-ten Winnipeggers have tried – at least in a small way, such as completing a survey – to influence a decision at City Hall. However, most found the process less than satisfactory in a variety of ways. They are somewhat more likely to say the process was easy to understand but feel particularly strongly that decision-makers were not interested in hearing their views.

About the Probe Research Omnibus

For more than two decades, Probe Research Inc. has undertaken quarterly omnibus surveys of random and representative samples of Manitoba adults. These scientific telephone surveys have provided strategic and proprietary insights to hundreds of public, private and not-for-profit clients on a range of social, cultural and public policy topics. The Probe Research Omnibus Survey is the province's largest and most trusted general population survey.

Survey Instrument

The survey instrument was designed by Probe Research in close consultation with the City of Winnipeg.

Methodology

Between March 10th and 26th, 2021, Probe Research surveyed a random and representative sampling of 600 adults residing in Winnipeg.

With a sample of 600, one can say with 95 percent certainty that the results are within ± 4.0 percentage points of what they would have been if the entire adult population of Winnipeg had been surveyed. The margin of error is higher within each of the survey's population sub-groups.

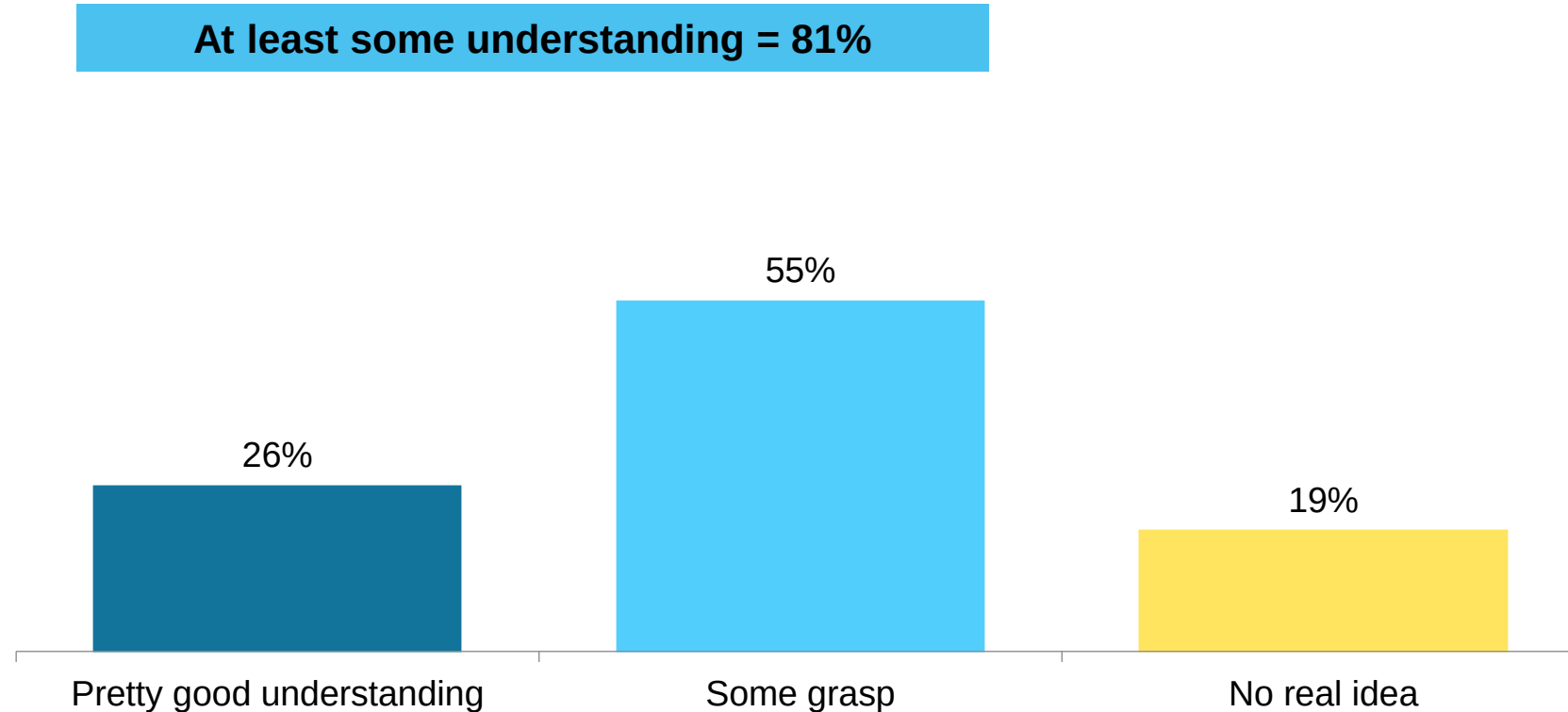
The sample consists of 242 Winnipeggers randomly recruited via live-agent operator; 192 were randomly recruited via Interactive Voice Response (IVR) and 166 members of Probe Research's online panel. All respondents completed the survey on an online platform.

Modified random digit dialing, including both landline and wireless numbers, ensured all Winnipeg adults had an equal opportunity to participate in this Probe Research survey.

Minor statistical weighting has been applied to this sample to ensure that age and gender characteristics properly reflect known attributes of the city's population. All data analysis was performed using SPSS statistical analysis software.

Citizens' understanding of the city's governance system

A majority of Winnipeggers feel they have at least some grasp of the system



Those most likely to say they have a **pretty good understanding** of city governance include:

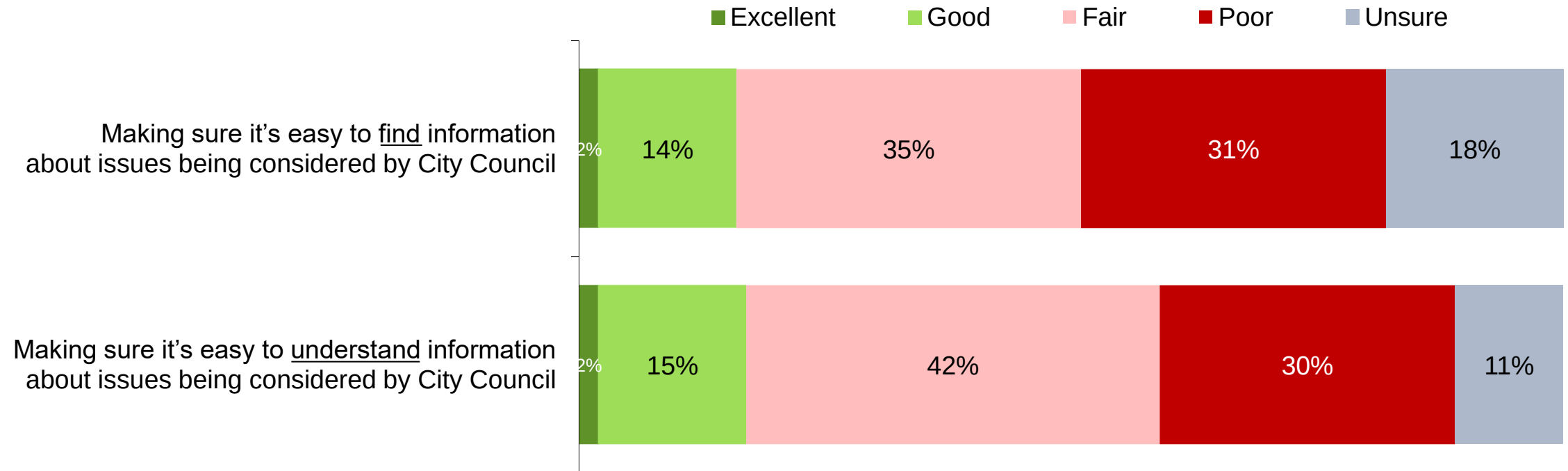
- Men (34% vs. 19% among women)
- Older Winnipeggers (31% among those 55+ vs. 21% among those 18-34)
- Core area residents (32% vs. 23% among those living in southwest Winnipeg)
- University graduates (30% vs. 17% among those with high school or less)
- Those from higher income households (31% earning \$100K+ vs. 12% among those earning <\$50K)

COWG1. How well would you say you understand the City of Winnipeg's governance system? By this we mean how city government works, how City Council is structured and the processes it uses to make decisions.

Base: All respondents (N=600)

Views on information about City decisions

One-third feel the City does a poor job of making information clear and accessible

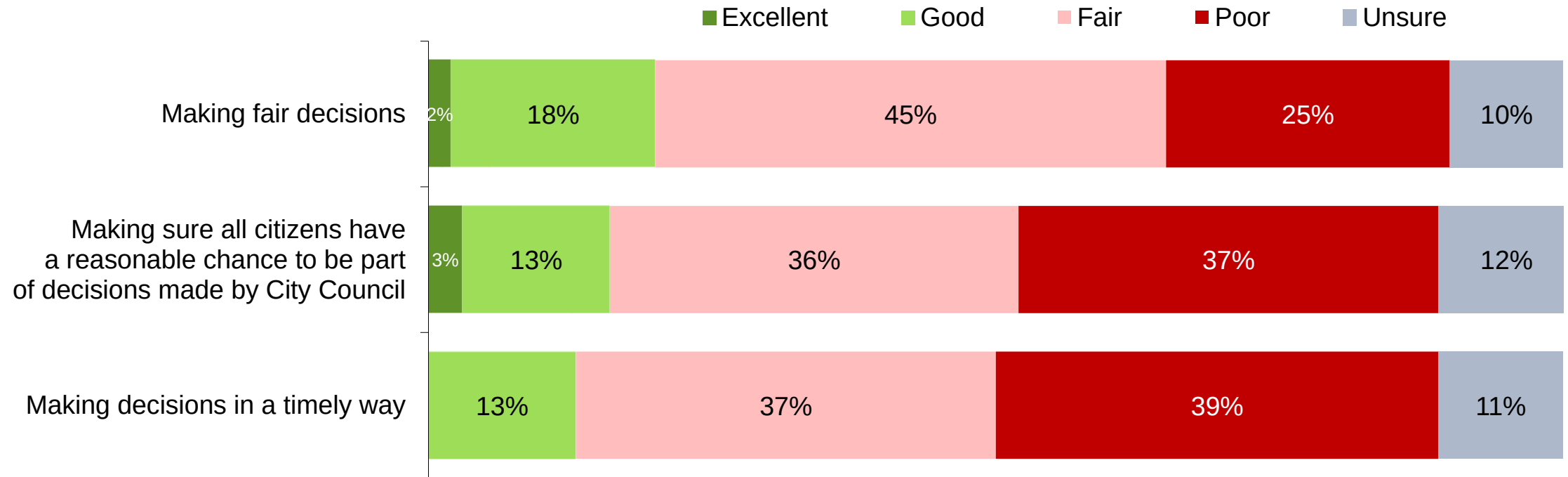


COWG2. Now, thinking about the City of Winnipeg governance system, how would you rate the job the City of Winnipeg currently does on the following things:

Base: All respondents (N=600)

Views on City decision-making process

Four-in-ten feel the City does a poor job of making timely decisions and ensuring citizen input

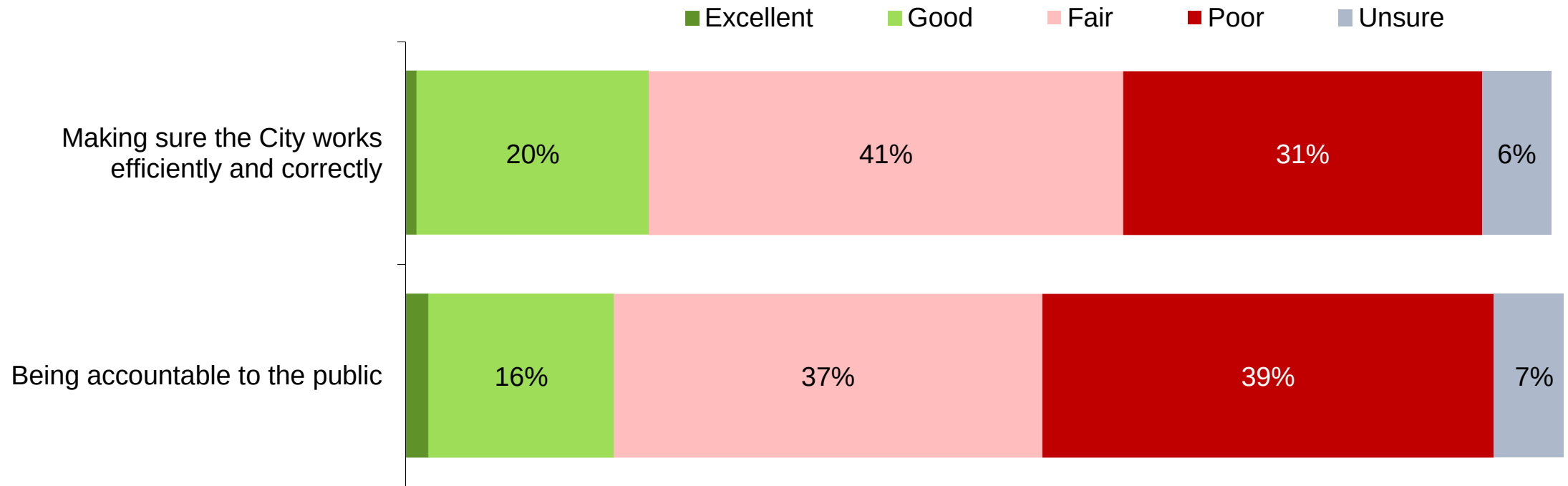


COWG2. Now, thinking about the City of Winnipeg governance system, how would you rate the job the City of Winnipeg currently does on the following things:

Base: All respondents (N=600)

Views on City accountability

Only one-in-five feel the City does a good job of being accountable, ensuring a well-run City

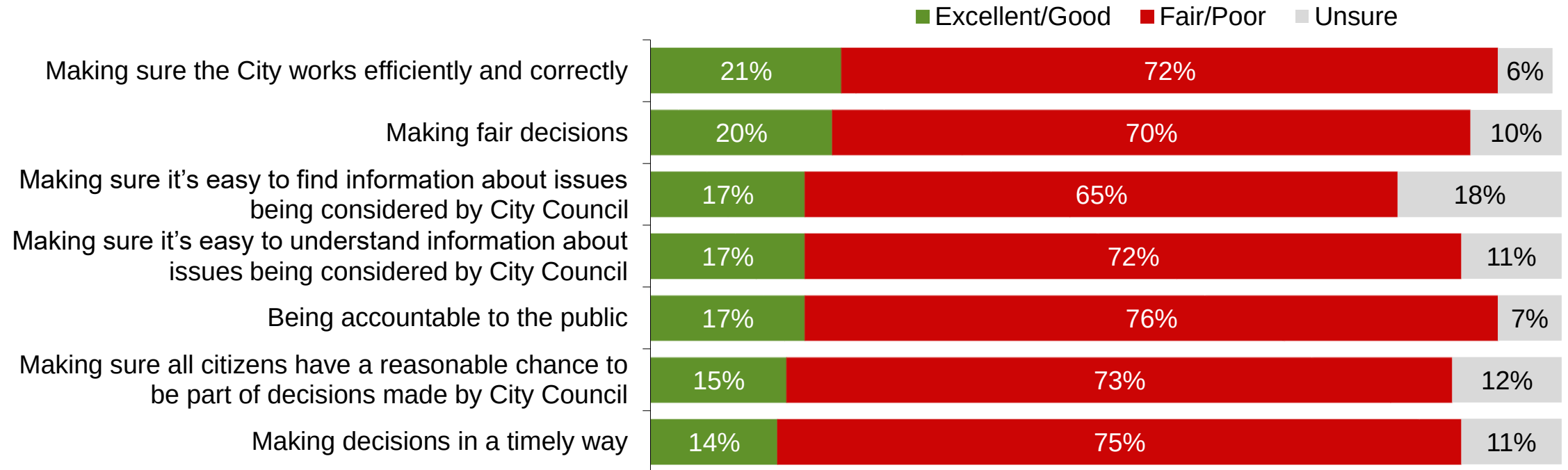


COWG2. Now, thinking about the City of Winnipeg governance system, how would you rate the job the City of Winnipeg currently does on the following things:

Base: All respondents (N=600)

Aspects of City governance - Summary

Few offer praise for how well the City is performing in its governance role



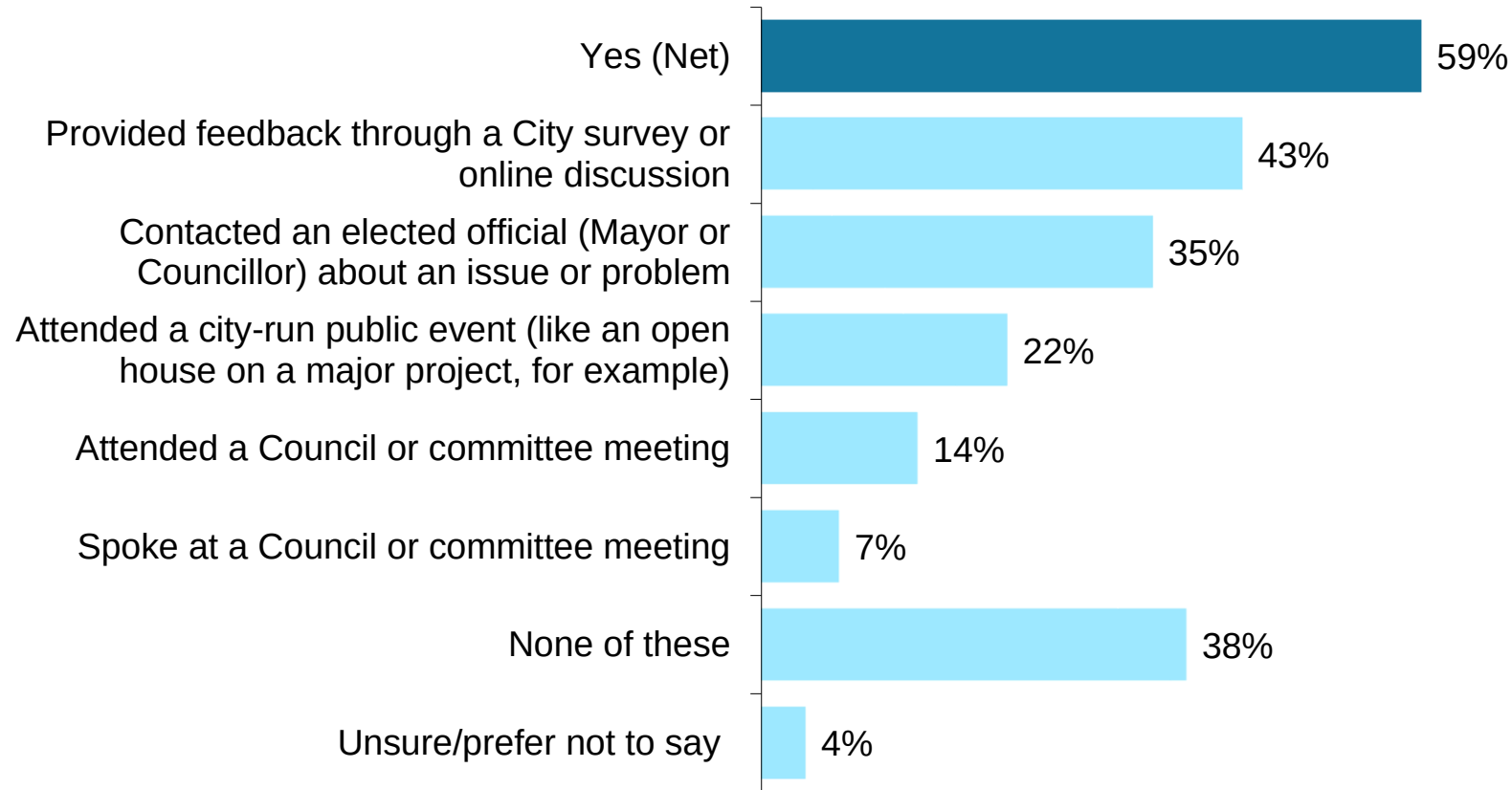
There was little difference in views among survey sub-populations.

COWG2. Now, thinking about the City of Winnipeg governance system, how would you rate the job the City of Winnipeg currently does on the following things:

Base: All respondents (N=600)

Citizen participation in Winnipeg's governance process

Six-in-ten have tried to make their voice heard in some way



Those most likely to have tried to **make their voice heard** include:

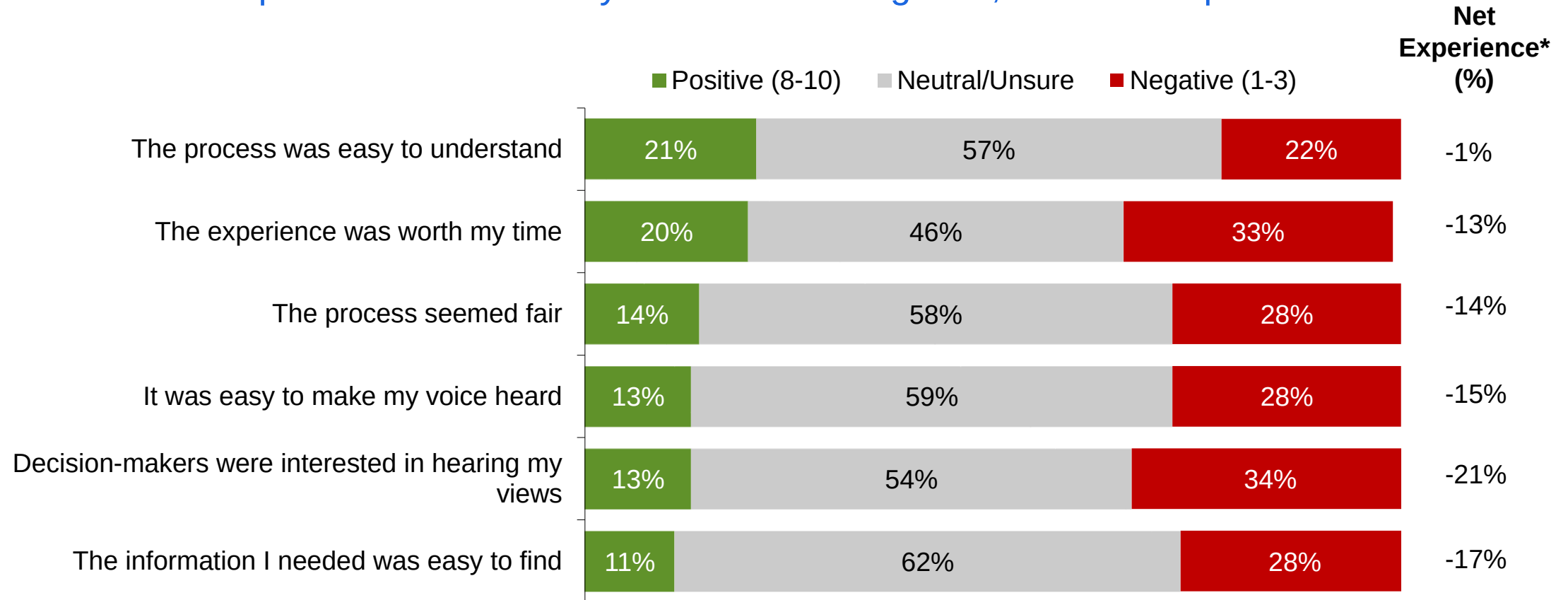
- University graduates (65% vs. 45% among those with high school or less)
- Homeowners (62% vs. 48% among renters)
- Higher income earners (64% among those earning \$100K+ vs. 48% among those earning <\$50K)
- Those with a pretty good understanding of the governance system (76% vs. 31% among those with no understanding)

COWG3. Have you ever tried to influence a City Council decision or make your voice heard on a city issue? Please check all that apply.

Base: All respondents (N=600)

Assessment of the engagement experience

Most rate their experience with the City as neutral or negative, rather than positive



COWG4. And how did that go? Thinking about the time (or times) you tried to influence a decision a City Hall or make your voice heard, please read the following and rate your experience on a scale of one to ten.

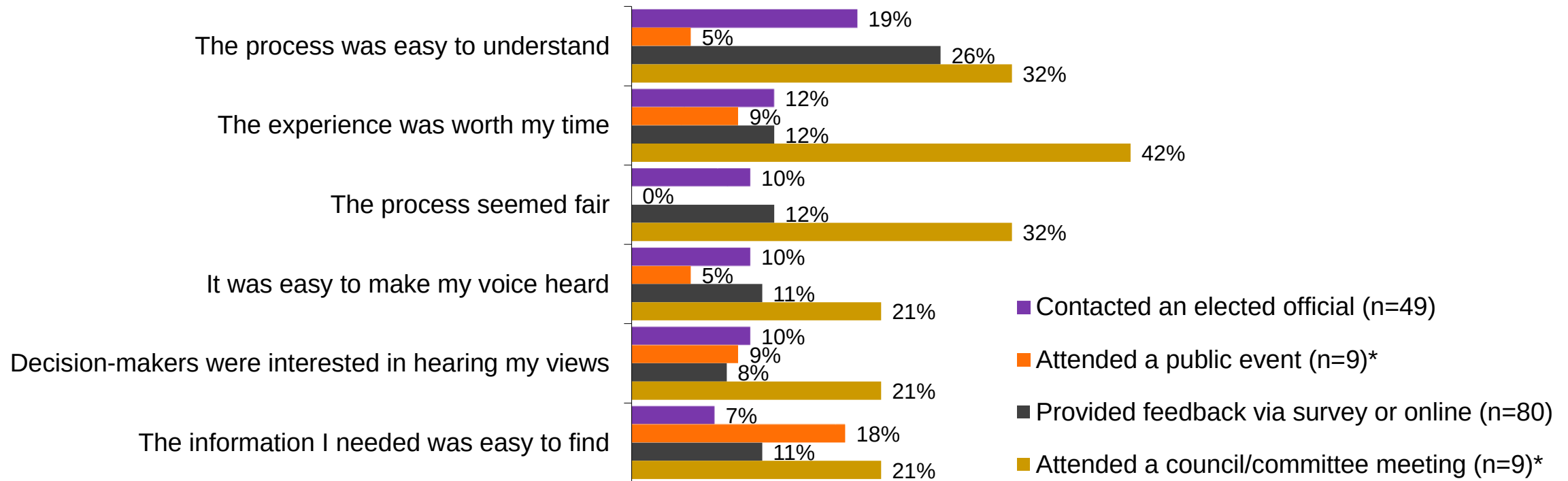
Base: Those who have had experience with the system (n=353)

*Net experience calculated by subtracting negative experience from positive experience

Assessment of the engagement experience: By experience type

Those who attended a council or committee meeting more likely to be pleased

% who rate this positively (8+ on a 1-10 scale)



COWG4. And how did that go? Thinking about the time (or times) you tried to influence a decision a City Hall or make your voice heard, please read the following and rate your experience on a scale of one to ten.

Base: Those who have had a single engagement type (n=149)

*Caution: Very small base. These results are directional and not conclusive.

Re: City of Winnipeg Council's governance structure and practices.

From: Armstrong's Point Association

Date: February 19th, 2021

1. How is your organization or its members typically involved in interactions with the City Council or a committee of Council?

We have a good relationship with the council member for this district: Sherri Rollins. We also connect with the City Zoning Department (Cheryl McGinnis) and with the Planning, Property and Development department on occasion. We have attended and presented as a delegate at City Hall.

After years of effort and subsequent excellent interactions with the City, Armstrong's Point received Heritage Conservation District status – the first in Winnipeg. We hope the process is duplicated and more rapidly effected in the future.

2. Do you feel there is reasonable access and opportunity for organizations/citizens to participate in the decisions before Council? What barriers may exist?

We have seen increased awareness from the City for public participation in decisions affecting the neighbourhood in recent years. We are not sure that citizens can easily navigate the City's website.

3. Is information on issues being considered by Council or a committee easy to access? How would you describe the information that is available? What gaps might exist?

It is not obvious when Council has an agenda which pertains to this area which again relates to how one accesses the relevant website, or whether there exists a mechanism to apprise residents of pertinent issues other than through our Councilor.

4. Have you participated in any of the City's hearings or appeal processes? What works well? What do you believe are priorities for improvement?

The last appeal in which we were seriously involved was in 2012. The process did not work well. Zoning decisions affecting our neighborhood were made before any resident could attend the first meeting. The City allowed variances to three of their zoning bylaws to facilitate an expansion of a school in our area.

Priorities for improvement would be that the City should provide sufficient notification, and regard input by residents of an area as having priority over input from people who live outside the area.

5. How would you describe Council's role in providing oversight of the City? What seems to work well? What do you believe are priorities for improvement?

6. Does available information meet your needs to understand City budgets or performance? Please explain.

The priorities are not obvious to explain decisions made. The Open Capital Projects Dashboard is excellent. Updates to Budgets are appreciated. How are outcomes evaluated?

7. In your experience, are matters to be considered by Council and committees brought forward and dealt with in a timely way? Efficiently?

Not really – there appear to be inexplicable delays which impact negatively on the timeline of matters to be considered. Is there a process to prioritize?

8. How well does Council address citizens' priorities? Support the overall effectiveness of the city?

Our new councilor has addressed our immediate concerns with effect. Overall effectiveness may depend on the impact of individual councilors. Does the City know what citizens' priorities are?

9. How confident are you in the rules and processes around Council conflict of interest?

We are not confident about the rules. We have in the past seen Councilors not recuse themselves when they do have a conflict of interest. We can refer to a decision in 1997 to over-ride the concerns of many of our residents with the development of an accessory structure in a property in Armstrong's Point which clearly broke Zoning Bylaws.

There are also still people in the Property and Planning Department who were part of the decision-making process regarding the expansion of an institution in our neighborhood in 2012, who had connections with that institution.

We are, however, not familiar with the Municipal Council Conflict of Interest Act or how it is applied.

10. Do you believe Council is effective overall in making decisions based on the best interest of the city? Please explain.

Not always. We would reference the recent decision to sell 2 heritage buildings in St. Boniface without apparently adequate input from the community. And we were concerned with the handling of 514 Wellington Crescent which should have had heritage designation but has now been demolished.

However, we are looking forward to the City plan to re-invigorate the downtown core and are impressed by activity so far.



Business Council of Manitoba's submission to the City of Winnipeg's governance review.

Firstly, we applaud the Council on the multi-year budgeting process with annual reviews. This is efficient, clear, and transparent. It allows for better planning and procurement of goods and services.

In general, the BCM is in favour of streamlining processes and governance to ensure timely decisions with proper due diligence. Council requires sufficient time and more so information to make informed decisions. It is the BCM's position that recommendations should be thoroughly debated and research at standing committees then proceed directly to a committee of the whole. This would eliminate the Executive Policy Committee. This transparent process quickens timelines and involves the full Council in decision making. Further, standing committees chairs should be appointed by decision of the full Council and could rotate chairs throughout the term on an annual basis.

The BCM would also recommend a system the rotates the Deputy Mayor and Acting Deputy Mayor based on a predetermined schedule that would be published at the beginning of each term. This would promote inclusion within the Council as well as maintain impartiality of each Councilor.

The BCM sees merit in the review of the current ward system and potentially moving to an "at large" model or a hybrid ward/at large model. The current ward system potentially pits area interest against the greater good. It has the ability to foster and us against them polarity. Understanding that there are large ramifications to this model and the needs of all need to be represented we recommend this idea be explored further with a large public consultation component.

Access to the system to make representation is clear and easy to access. That said, public presentation should be made to all Council as per the above recommendation of streamlining and elimination of some of the existing structure. Community committees seem to have lost some relevance and importance in the decision-making process. This should be reviewed and either clear value established, or they too could be reviewed for elimination.

BCM recommends that the various development appeal processes be consolidated into one clear process.

The civic governance model we have was set up to be clear of party style politics and allow individuals to be elected to make the best decisions in the interest of the people they represent. Free of party influence, free of favoritism or reward. Each elected member, including the Mayor is given one vote to use to fulfil their sworn duty. The current model has evolved over a course of time and no longer represents that clear unbiased vision.

The Business Council of Manitoba (BCM) and its members appreciate the opportunity to input into this process and look forward to the positive results of this review.

Thank you for your time and consideration,

Bram Strain
President and CEO
Business Council of Manitoba

Date: February 19, 2021
To: City of Winnipeg – Governance Review, MNP (www.mnp.ca)
COWgovernance@mnp.ca
From: Shirley Forsyth,
Corydon Village Residents' Association,
corydonosbornecommunityplan@gmail.com
Re: Response for submissions on Governance and the City of Winnipeg

SUBMISSION GUIDELINES

The following questions are provided to help guide your submission. We would appreciate your input on any or all of these questions or on any additional topics related to the City of Winnipeg Council's governance structure and practices.

1. How is your organization or its members typically involved in interactions with the City Council or a committee of Council?

Corydon Village Residents' Association formed in 2011 to participate in the development of the secondary plan as well as having community members participate on the Corydon-Osborne Neighbourhood Plan Community Advisory Committee (CPAC). This committee had 50% business (including Jerry Cianflone), and 50% residents as part of its membership; the committee seemed to be working out well. CPAC had seen half of the draft plan when the process was terminated at the request of the councillor from Transcona, and a CPAC member who was representing the business community. (See Appendix A) A consultant was then brought in to write the plan, and there was no meaningful consultation with the community before the report was approved in the fall of 2014. (As Chairperson of the Resident's Association at that time, I know that all requests to be part of the steering committee for the Plan were denied by the Mayor's office.)

In the years following the approval of the Corydon Osborne Community Plan (COCP), members of the community have attended many Board of Adjustment, City Center Community Committee and Appeal meetings as well as participating in Engage Winnipeg events for the Corydon Osborne communities, but most decisions are decided in favour of the developer. In 2016, City planners began referring to 'developer rights' during committee meetings, but there has been no equivalent rights referenced for residents and it is not possible for the City to adhere to its stated purposes as long as developers are seen to be superior to residents and this situation needs to be rectified. (See response to question 8, for reference and more references could be provided upon request.)

2. A. Do you feel there is reasonable access and opportunity for organizations/citizens to participate in the decisions before Council? No

Most meetings are open to the public, but resident's concerns not acknowledged in the decisions rendered during Committee, Board of Adjustment or Council meetings. The lack of emphasis on healthy communities and health can be seen in a review of the Mandate letters written by the Mayor for committee chairs. There is no mention of the well-being of residents, climate change or healthy communities in these letters. As a result, when councillors are making decisions and residents base their arguments on the attributes of their health and the health of their community, they are ignored. This situation was made worse when the province directed the City to draft 'development' plans as part of the Our Winnipeg process and the health of the City and its residence became secondary to the well-being of developers and 'developer rights'.

B. What barriers exist? The attitudes held by City councillors and city employees form the major barrier to policies and decisions that are supportive of the stated purposes of our city government, public health and healthy communities.

The City of Winnipeg has four stated purposes as shown here:

- a. • To provide good government for the city
 - b. • To provide services, facilities or other things Council considers necessary for all or part of the city
 - c. • To develop and maintain safe, orderly, viable and sustainable communities
 - d. • To promote and maintain the *health, safety and welfare of the inhabitants*.
- ii. There is no City of Winnipeg Strategic Planning process into which residents and organizations may provide input. Best practices suggest that the City of Winnipeg should have a strategic plan that is updated annually and into which residents have an opportunity to provide input as to their priorities. There should be an advisory group / consultations prior to drafting the strategic plan that include input from individuals with expertise in health and the built environmental and resident associations.
- iii. The City on Winnipeg does not set policy goals and targets and, therefore, it cannot report back to residents on status of achieving its goals, on an annual basis. The City needs to update its indicators with input from community groups that includes representation from health organizations and environmental groups. The indicators chosen should be comparable to those being used by other Canadian cities. Targets need to be set for each indicator that can measure goal attainment for healthy living and climate change such as green space, tree canopy, impervious surfaces, pedestrian / bike trails and traffic by community area. It is also very important that impervious land cover be tracked, particularly in mature communities, as lot splitting and variances are diminishing green space while increasing impervious land cover. Other cities such as Toronto track this indicator for a healthy city as this excerpt demonstrates, "Impervious land cover is increasing across the city. Impervious land cover has increased by 1.4% since 2008. Plantable space across the city has decreased by 2% while nonplantable space increased by 3%. The most land area converted from pervious to impervious is on Single Family Residential lands." <https://www.toronto.ca/legdocs/mmis/2020/ie/bgrd/backgroundfile-141367.pdf>

2B. Public engagement Limitations

Office of Public Engagement (OPE)

There should be a gender analysis and an analysis by age group for responses gained from public engagement exercises. As an example, there were meetings and surveys regarding parks, cycling and pedestrian routes in Osborne Village. Literature shows that there is a difference between genders in choosing cycling routes, but these differences do not appear to be taken into consideration by the city planners in selecting their recommendations. Moreover, the Osborne Corydon area has the highest percentage of seniors living in Winnipeg but there was no public consultation with seniors who live in the Village, and would be using the local parks and pathways (Osborne to Downtown Walk Bike Bridge and Connections Project, Public Engagement Report). At the final open house, at least 30 percent of the people in attendance mentioned the need for a senior's gym in the park and yet there is no mention of that feedback in the final report. (See Appendix B; Cross Jurisdiction Scan for Senior's or intergenerational gyms in parks) For every dollar invested in pathways there is a \$3 dollar saving in health care, and there needs to be more pathways

and bridges in the Corydon Osborne area. Active transportation should be encouraged and facilitated with good design that meets the needs of a community's population, and no groups should be excluded due to age or gender; recommendations should take into account age and gender.

3. Is information on issues being considered by Council or a committee easy to access? How would you describe the information that is available? What gaps might exist?

- i. Council and committee meetings are often hard to follow as information lacks context and there are no links to previous information or meetings that are pertinent to understanding what is occurring at council or committee meetings.
- ii. It would be very useful, if there was an annotated edition of the City of Winnipeg Charter that could be more easily understood by residents and community groups.
- iii. Information or reports that are part of a community consultation are frequently removed from website while still relevant. The removal of reports or information from the City website makes it more difficult to follow-up on council decisions, and to hold Council and city departments accountable. Reports should be archived in such a way that they can be located on-line and requested by interested persons.
- iv. It is difficult to find documents or reports on the City's internet site using the search engine; for example, I copied the title of a document from an old agenda, and then pasted into the city's search engine, for nil results. I wanted to compare the annual report to reports from previous years but I was unable to do the comparison. It should be possible to search for reports from previous years.
- v. The City does not make public how many letters it receives in support, for information or against an agenda item prior to the meeting, but does submit them to the councillors in attendance. As a result, a number of people may submit letters to the Clerk's office who are unable to attend a meeting, but these submissions are kept secret from the community. I attended a meeting that several other people were unable to attend due to other commitments, and they wrote letters. The next day, an article appeared in the Free Press stating that only one person did not support the development, but this information was incorrect.

4. Have you participated in any of the City's hearings or appeal processes? What works well? What do you believe are priorities for improvement?

1. Variances and Appeals

The number one priority should be to update the test or criteria for approving a variance to reflect the purpose of the City. From observations, the lack of clear decision criteria or a test to see if a variance meets specified conditions leads to decisions that vacillate widely depending on which councillors are involved in the decision, and which community groups are involved. Manitoba's four criteria for testing to see if a variance is valid need to be updated so that they fall in line with the tests used in other jurisdictions across Canada.

Manitoba's four tests for a variance are found in subsection 247(3) of The City of Winnipeg Charter. The Variance, (a) is consistent (b) not consistent, with the following:

1. with Plan Winnipeg, and any applicable secondary plan
2. a substantial adverse effect on the amenities, use, safety and convenience of the adjoining property and adjacent area, including an area separated from the property by a street or waterway
3. the minimum modification of a zoning by-law required to relieve the injurious effect of the zoning by-law on the applicant's property; and *(This criterion is an outlier that does not appear in other jurisdictions observed in our scan.)*
4. compatible with the area in which the property to be affected is situated.

These criteria are open to interpretation and this leads to uncertainty and debate each time they are applied to a decision. The rationale as to whether a variance request is granted or refused should be clear and not surrounded by uncertainty. A scan done across Canada for criteria used to test the validity of a variance found that Manitoba's criteria do not conform to what is found in other jurisdictions. Winnipeg is missing a test which looks at the impact of a variance on the health of neighbours and community. It would be desirable to have criteria similar to Edmonton's proposed test (see table one), which includes impact on surrounding neighbours and the requirement for a variance be driven by a physical constraint of the site and not profit.

If Manitoba was to bring its test for the validity of a variance request in line with the rest of Canada, it would greatly reduce the number of variances coming before community committees, reduce the number of appeals that are being heard by the City of Winnipeg, and increase the fairness of the current system.

Table one: **Edmonton's proposed variance criteria and rationale**

Proposed Variance Criteria	Variance Test	Rationale
1. Alignment with City policies	Does the proposed variance result in a development that aligns with the general intent of the Municipal Development Plan and other statutory plans?	This ensures that any proposed variance will result in a development that still achieves the goals and objectives of Edmonton's policies.
2. Meet the general intent of the Zoning Bylaw	Is the proposed variance consistent with the general purpose of the zone?	The intent is to ensure that the proposed variance does not deviate from the purpose of the zone and that the intended scale and form of development in that zone is maintained. This will also uphold the Municipal Government Act requirement that a use cannot be varied.
3. Impact on surrounding neighbours	Does the proposed variance and development unduly interfere with the amenities of the neighbourhood or materially interfere with or affect the use, enjoyment or value of neighbouring properties?	The Municipal Government Act currently requires municipalities to determine whether the development unduly interferes with the amenities of the neighbourhood or affects the use, enjoyment or value of the neighbouring property. This may help focus the arguments for or against a decision by considering any potential land use impacts from the development.
4. Physical constraint	Does the proposed variance address a practical difficulty such as a physical constraint of the site (e.g. unusual shape, topographic feature)?	A variance does not necessarily need to meet this condition for it to be granted. Instead, it is intended to identify valid situations where a proposed variance is trying to address a practical challenge of the site.

https://www.edmonton.ca/city_government/documents/08NotificationsAndVariances.pdf

5. **How would you describe Council's role in providing oversight of the City?**

- Council is ignoring its purpose and not providing oversight for the City that will lead to future healthy communities; for example, the lack of policies to support our urban forest on private

and public property will lead to deserts without trees, and green space as climate change leads to the development of heat sinks and the associated increased mortality rates.

- Council should be applying a health and social justice lens to all policies and decisions made by Council and its committees.
- Council needs to consult with the community on its budget and it needs to do this for every budget

What do you believe are priorities for improvement?

- i. The Council does not provide oversight for the four purposes of the City and it should be referencing its purposes when making decisions. It is essential that there be a strategic plan which is updated annually with goals and targets.
- ii. Provide an annotated edition of the City of Winnipeg Charter that can be more easily understood by residents and community groups.
- iii. Mandate letters need to reflect strategic goals of the city.
- iv. The Executive policy committee needs to be elected by Council so that the Mayor does not have too much control.
- v. Council votes need to be recorded and posted as part of the disposition, or elsewhere on the City's Site.
- vi. The number of terms that a city councillor may serve should be limited to two
- vii. Councillors should need to live in their ward or be required to have two community meetings per year in each community area of their ward so that an area's councillor is accessible to everyone. Our councillor does not live in our ward and other than during the last campaign, I have never been seen her at a community meeting in the Corydon Osborne area.
- viii. Traffic counts on Winnipeg streets need to occur at least every five years and the results of the counts need to be public information. Currently, the province posts traffic counts outside of the City, but Winnipeg residents need to pay to obtain the results of traffic counts. This type of information should be made available at no cost to residents.
- ix. At numerous committee meetings, the need for outdoor space at developments has been requested. The need for outdoor space has been highlighted by Covid-19 and the need to social distance. Unfortunately, the City of Winnipeg does not contain guidelines for amenity spaces for buildings of any size; as our community does not have adequate park space, it is important that buildings of four units or larger have designated space where people can meet or play outside. Example of standards for amenity space can be found at the following site: <http://www7.mississauga.ca/documents/pb/main/2015/FinalOutdoorDec2014.pdf>

6. Does available information meet your needs to understand City budgets or performance? Please explain.

- It is not possible to judge the city's performance without better information. The City lacks a strategic plan with priorities, goals and targets and these are essential to good governance. Currently, almost all Canadian cities are producing plans for green space and their urban forests with targets that measure the amount of green space, tree canopy as well as changes in impervious land cover. Other cities are also looking at the environment and climate change with indicators and targets specific to measuring goals such as ambient air temperature, while the city of Winnipeg is not producing useful goal driven annual reports and there is no website dedicated to communicating this information to the public.
- Need more budget information that is easily understood by residents and with comparisons to similar budget expenditures in other jurisdictions.

- Communities need to know what is happening with the cash payments the City is receiving in lieu of a dedication of land for parks. The communities deserve an annual account of how much money the City has received and what was done with the funds. The following statement is present in most applications but the community receives no further information and this is wrong: "That, in lieu of the dedication of land, the developer shall provide a cash payment in an amount equal to ten percent (10%) of the appraised value of Development Application No.-----, as determined by the City's Director of Planning, Property and Development." There has been a great deal of new developments in the Corydon Osborne area but there has been no parks or green space added to the area – where is money?

7. **In your experience, are matters to be considered by Council and committees brought forward and dealt with in a timely way?** This question is not meant for residents but rather developers. The problem is that the community is not given information with enough lead time to actually prepare for a meeting. It is possible for our City Centre Community Committee to post its agenda at 3:00 on Friday for a meeting the next Tuesday. The community does not time to prepare for the meeting, and it is often difficult to attain information from city staff in order to prepare for a meeting. 311 adds to this problem as there is no easy way to call staff directly and the 311 system means a delay of at least one business day. Councillors and the city administration (planners) need to communicate better with the community.

Efficient or Equitable Access

- While property developers may work with the Planners over prolonged periods of time, the **community can be given less than a week to prepare** for a meeting and need to do so with incomplete information.
- Input from community groups has decreased in importance to the administration and the councillors since the demise of the resident advisory groups, (RAGs).

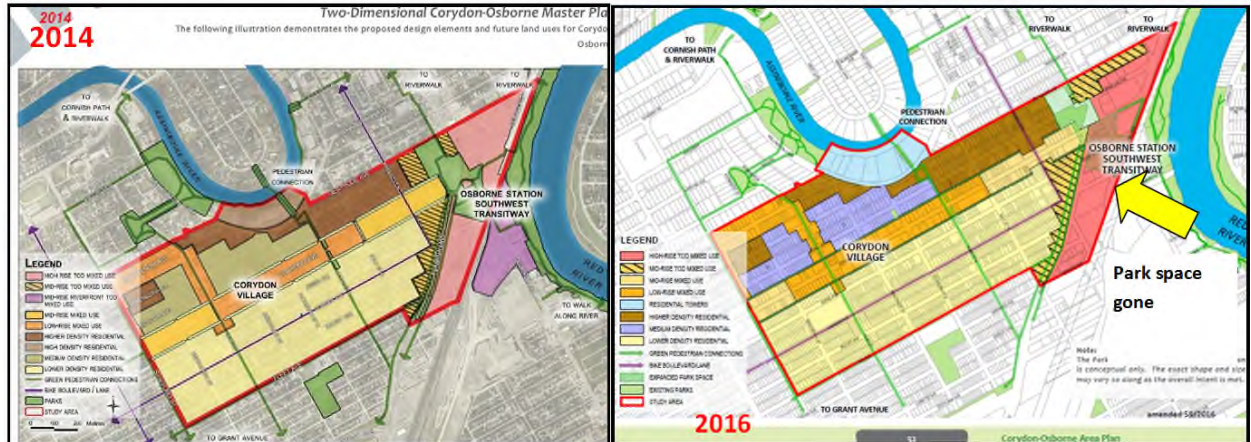
8. **How well does Council address citizens' priorities?**

The city does not address citizens' priorities as it has no mechanism for collecting, developing or updated priorities, goals and targets on which to base its work. When priorities are available from community plans the council and city employees often chose to ignore them as is shown in the following examples:

Examples of how City Council and Administrators work with community priorities.

Example 1:

The lack of parks in the Corydon Osborne area have been identified by residents at community meetings and in the Corydon Osborne Community Plan (COCP) as a priority, but the planners and our elected official choose to ignore the lack of parks. The COCP was amended to eliminate park space from the Plan to allay "any misconception that development 'rights' are being suppressed."



At a public meeting in 2013, 69% of respondents strongly agreed that there should be more parks in the area. There is one piazza and no parks south of Corydon and no property has been purchased for park space.

These changes to our plan were wrong and ignored the damage to both the communities and an individual's health, as well as the costs to our health care system that occur when a community lacks green space. What is a developer 'right' and why does it trump a community's right to green space? The conception that developer rights exist needs to be rectified and the planning department needs to be restructured and senior people moved to other departments.

**Example of how terms are used from the Standing Policy Committee on Property and Development, Heritage and Downtown Development – November 8, 2016
Secondary Plan Amendment – Corydon-Osborne Area Plan
File SPA 1/2016 [c/r DAZ 213/2016]**

- "Commercial properties on the west side of Osborne at McMillan are now labeled as Mid-rise TOD Mixed Use policy with a Parks policy overlay. **This addresses any misconception that development rights are being suppressed**, while still flagging the area for possible Parks acquisition in the future."
- "Parks" areas between Pembina and the rapid transit corridor are now labeled as High-rise TOD Mixed Use policy with a Parks policy overlay. **This addresses any misconception that development rights are being suppressed**, while still flagging the area for possible Parks acquisition in the future."

Example 2: Corydon Osborne Community Plan Review

Prior to the COCP, the *Corydon Village Pre-Plan Assessment* was released in 2009 to provide a snapshot of the area in both its physical form as well as its social-economic composition. The resident's association requested that the City run the data again in 2014, to establish a baseline as to what existed when the COCP was approved, and that the report be updated every five years. In the COCP it states that, "A Plan Review should occur every 5 - 10 years." At this time, the City and our Councillor has rejected the request to update the COCP and to do a plan review. Osborne Village's plan was released in 2006, and there has been no in-depth analysis of the changes that are occurring in the community despite community requests for a comprehensive review that includes parks and the urban forest. I used to live in the Village, and there is no why that the changes occurring in the Village would have been supported or foreseen by the residents in 2006.

Example 3: Councillor states she is choosing to ignore community requests for park space

The failure of Council to recognize the importance of green space to the health of its residents can be demonstrated by examining a decision made at a recent committee meeting. At the Committee on Property and Development, Heritage and Downtown Development, a property that was being used as a parking lot came up for a declaration of surplus, and residents from that community requested that the

lot, in the most densely populated area of the city become a park. That area's councillor stated during the committee meeting, "My ward residents would want me to say this, that the highest and best use would be a park, that is what they would want me to say, and so there you have it Madame speaker.... But like many of the surface parking lots in Osborne City, it does not reflect that vibrancy of the neighbourhood, the greening of the neighbourhood and so Madame speaker, I want to state that I am supportive of this declaration of surplus of City owned property located at 145 Osborne St." This is only one example of a councillor rejecting the request to have city property in Osborne Village be converted to green space.

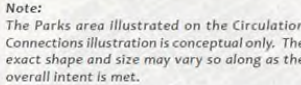
Osborne Village has a great need for parks; it covers 231 acres (93 ha) and has a population of approximately 12,745, making it the most densely populated neighbourhood in Winnipeg. When the World Health Organization (WHO) standard is applied to Osborne Village, the Village should have a minimum of 19 hectares of green space; it has 3.65 hectares of green space. The city property at 145 Osborne Street will now be sold to a property developer, and an opportunity to provide the green space needed for a healthy community will be lost. This does not take into account the negative effect on tourism when a community lacks green space. It is essential that there be targets created that need to be revisited on a yearly basis, because best practice and community health is not enough to motivate Council members to make decisions that will "promote and maintain the health, safety and welfare of the inhabitants."

Example 4: Council and Planning Decision to Reduce Park Space in the COCP area

During consultations for the COVP, the community was told that there would be a park across from the Osborne transit station at 265 Osborne street as part of a greenway down Jessie Ave from the transit station and then down Hugo St. to the river. The City then sold the land at 265 Osborne Street for a parkade, and variances were granted that greatly reduced any green space around the building. When the planner for the project was asked how these variances could be granted for a property that was to be a park and part of a greenway, he responded, "There will be an enhanced bus stop."

To make matters worse for the community, the easiest route to access the parkade is down Hugo Street which was to form part of the green way. When a planner for our community was asked about the future of our active transportation route and increased traffic down the greenway, he claimed to have no knowledge of the plans for a greenway or the bike routes in our plan.

The following illustration demonstrates the proposed circulation connections for Corydon-Osborne as is consistent with the Master Plan.



A major concern of the Corydon residents is the lack of green space, and it states in our plan that the City should develop an open space acquisition strategy for park space, but this has not happened despite repeated requests to City planners and our councillor as to the status of this priority. It is common across Canada and around the world for cities to benchmark their green space against the World Health Organization's 1.5 hectares per 1000 people guideline. The COCP area has 0.3 hectares of park space for an estimated 8,000 people; this is far short of the 12 hectares the community should have by WHO guidelines. A quick and incomplete scan across Canada found over 10 urban communities with green plans that contain goals or targets, but Winnipeg does not have a green space plan with targets. Vancouver is a good example of how a ratio of greenspace to population is set with annual targets and projections; their goals and targets are posted updates on-line, as well as in 2-page info sheets:

Council does not support the overall effectiveness of the city. To further demonstrate how the Council does not support the effectiveness and well-being of the City, at a community meeting, City employees expressed concern for the impact of summer heat and flooding on residents.

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disasters. For example, Public Safety Canada estimates that every dollar invested in disaster mitigation saves \$3-\$5 in recovery costs.”

<http://clkapps.winnipeg.ca/DMIS/ViewDoc.asp?DocId=19192&SectionId=554049&InitUrl=>

At numerous other meetings, residents have presented on the dangers of policies that contribute to the loss of trees on private and public land, and green space for contributing to health issues, mortality and flooding. Unfortunately, the Council does not appear to share the concerns of some of its employees, as there are no policies to demonstrate the Council’s support for a healthy city in which all residents have equal access to green space or trees. This is not uncommon as research shows that areas with higher incomes have more green space. At two meetings in which I was involved with another agenda item, a resident from a high income area presented reasons why a lot division should not take place on his street and he won in both cases. No other community group was successful in winning their arguments not to have a lot split or variances granted on their streets. In one case, approximately 60 residents protested against an oversized development that would result in no trees on the lot and no sun in the yards of several homes and Council supported the development against the wishes of the community.

9. How confident are you in the rules and processes around Council conflict of interest?

Winnipeg is a small city and people in the same profession often know each other which may lead to decisions that reflect social connections and not the well-being the city’s residents. Recently, I was listening to a committee meeting when one of the counsellors stated to the other counsellors that they need to be nice to a property manager for proposed development as he has a lot of projects coming up in the future. This same individual used to be a planner for the City of Winnipeg and appears to have remained on good terms with the individuals in his old department. In this situation, it is essential that in order to avoid the appearance of a conflict, the criteria for supporting a property development needs to be clear, reflect the City’s purpose and be similar to criteria used in other jurisdictions. It is not good enough just to have criteria, the criteria must be similar in substance.

10. Do you believe Council is effective overall in making decisions based on the best interest of the city? No, not if the best interest of the city is the same as the best interests of the city’s residents.

Please explain.

At almost every, if not all, meetings for a sub-division, variance or conditional uses of property, there is a discussion as to how long the planning department has worked with the property developer to determine what the specifics of the request or what variances will be for a particular development. At no point in this process is the community consulted prior to the committee meeting. To the community, the goal appears to be to make the building as large as possible without concern for impact on green spaces, amenity spaces or neighbouring properties. In other jurisdictions, it is common for there to be an expectation that a building will be designed to fit onto a property without variances, and if the building has been designed too large for the property in order to make a profit, the variance will be denied. (In a number of jurisdictions, a variation of this statement from Prince Edward Island was part of their regulations,

“w.1) "variance" means a limited relaxation from the provisions of these regulations with respect to setbacks, area, height or size of a structure where, *owing to the conditions peculiar to the parcel, and not the result of actions of the applicant*, a literal enforcement of the regulations would result in unnecessary or undue hardship.”

Manitoba should bring its criteria in line with other cities as the current criteria is resulting in oversized buildings that negatively affect neighbours and necessitate the removal of mature trees or prohibit the planting of trees as there is not enough space left between the front of the building and the sidewalk when variances are approved.

HOW TO RESPOND The format of your response is entirely up to you. It can be a simple email or a longer document. **Responses may be submitted by email to COWgovernance@mnpc.ca until February 19, 2021.**

Appendix A: Close connections at City Hall

<https://www.cbc.ca/news/canada/manitoba/key-figures-in-axing-corydon-plan-questioned-over-connections-1.1173603>

Key figures in axing Corydon plan questioned over connections

Coun. Russ Wyatt's assistant is son of businessman who opposed original plan

CBC News · Posted: Jul 11, 2012 6:59 AM CT | Last Updated: July 11, 2012

A plan for Winnipeg's Corydon-Osborne neighbourhood is officially back on track, but it's being tweaked a little. 1:46

A process to develop Winnipeg's Corydon-Osborne area is back on track, but some question what appears to be close ties between the key players who killed the original process.

Transcona Coun. Russ Wyatt introduced a motion at a July 3 meeting of the city's property committee to halt work on a major development plan for the Corydon-Osborne area — one of the city's trendiest neighbourhoods — even though the plan had not been written yet.

The move came as Jerry Cianflone, owner of the Pizza Hotline chain and the Café 22 restaurant on Corydon Avenue, expressed strong opposition to the planning process and called on the city to start fresh with an outside consultant instead of city planners.

Cianflone's son, Antonio, works for Wyatt as his executive assistant. The councillor confirmed on Tuesday that the younger Cianflone is working for him.

"He's a young student going to [study] medicine in the fall. He's working for me for the next two months," Wyatt told CBC News.

Jerry Cianflone said his son is just working for Wyatt this summer and he was not involved in the Corydon-Osborne debate.

"You know what? I think that's a very unfair question. That has absolutely nothing to do with any of this," he said.

"My son has only been there three days just this last week," he added.

"He's doing it as a summer [job]. He's in sciences at the University of Manitoba, and this is just something to take him over the summer."

Brian Kelcey, a political commentator who has previously worked as an adviser to Mayor Sam Katz, said the fact that Wyatt hired Cianflone's son may not pose a conflict of interest, strictly speaking, but it certainly raises questions.

"Councillor Wyatt, at a minimum, was thinking too much personally about the individuals, like Mr. Cianflone, and thinking too little about how the process is supposed to work — which, of course, it's his obligation to be thinking of," Kelcey said.

Consultant to review planning work

Jerry Cianflone and other Corydon business owners said they had caught wind of some details being discussed for the plan, and they feared it would assign more regulations that would kill development in the area.

The planning committee voted in favour of scrapping the planning process, sparking an outcry from residents in the neighbourhood.

On Monday, Katz brought together a number of stakeholders — including Cianflone, city officials and councillors — and they agreed to hire an independent consultant to review the planning work that has been done by city planners to date.

The consultant will also help the city move forward with a new area plan, while ensuring all stakeholders have a voice in the process.

Mynarski Coun. Ross Eadie said the fact that an independent consultant will be hired to put the Corydon-Osborne plan back on track shows that city hall is dysfunctional.

"Russ is going to support whatever somebody on EPC [executive policy committee] wants and he's going to support whatever his friends want," Eadie said.

"It really, again, is not based on sound planning principles and consulting and finding out from the neighbourhood what they want."

Fort Rouge-East Fort Garry Coun. Jenny Gerbasi, whose ward includes the Corydon-Osborne area, said she just wants to move on.

"We all made a commitment to stop finger-pointing, which some people were doing, to focus on moving forward," she said.

Area residents had a chance to discuss the latest developments at a public meeting on Tuesday night.

On Wednesday, the city's executive policy committee approved a proposal to have an outside consultant oversee the Corydon-Osborne planning process.

Appendix B: Seniors Gyms for Parks Cross-Jurisdiction Scan, 2020

Shirley Forsyth, Corydon Osborne Residents' Association,

Cross jurisdictional scan for outside senior gyms or Intergenerational playgrounds.

- Winnipeg needs to support intergenerational or senior gyms in its parks as getting people active is good for everyone.

Note: A 2014 study of 174 neighborhood parks in 25 major U.S. cities found that children — representing 20 percent of the total U.S. population — made up 38 percent of park users, and adults age 60 and older represented only 4 percent of total park users and accounted for 20 percent of the general population. Winnipeg needs to acknowledge seniors in its planning and in its greens spaces, and there should be green space every 400 meters.

British Columbia

B.C's Seniors Community Parks initiative

<https://www2.gov.bc.ca/gov/content/family-social-supports/seniors/health-safety/active-aging/physical-activity/seniors-community-parks>

Alberta

In the context of Alberta, many communities have already invested in this equipment, including Lethbridge, Calgary, Red Deer, Fort McMurray, and

Canmore. <https://www.centre4activeliving.ca/news/2017/06/outdoor-fitness-equipment-in-public-parks/>

Parks with fitness equipment, Calgary parks with outdoor fitness equipment

<https://www.calgary.ca/csps/parks/locations/parks-with-fitness-equipment.html>

Ontario

Donate Senior-Friendly Outdoor Fitness Equipment

For the first time in Toronto, more people are over 65 than under 15. Our senior population is projected to grow to 21 per cent by 2036. Active ageing exercises help ensure seniors are more independent.

Designed to help older adults stay mobile, healthy, and physically active in Toronto, free outdoor exercise equipment promotes physical activity, community health and community connectedness.

Your taxes have funded five such environmentally friendly parks that require no electricity and minimal maintenance. They include elements like stationary and recumbent bicycles, side-by-side striders, leg presses and hand-eye dexterity games, walking paths with ramps, steps and arches; games like bocce, ping pong or horseshoes; and shaded seating areas.

Your City needs more senior-friendly parks which can only become a reality today through your generosity.

<https://www.toronto.ca/business-economy/partnerships-sponsorships-donations/donate/senior-friendly-outdoor-fitness-equipment/>

https://www.youtube.com/watch?v=ofD-ZXnlq7I&ab_channel=CityNewsToronto

https://www.youtube.com/watch?v=PaYuCMtnlYk&ab_channel=PazitLevinger

Seniors exercise park in North York's Godstone Park opens, NEWS JUL 10, 2019

<https://www.toronto.com/news-story/9493158-seniors-exercise-park-in-north-york-s-godstone-park-opens/>

Quebec

<https://trekfit.ca/en/blog/not-your-fathers-push-ups>

Nova Scotia

Chester Basin Green Gym, Nova Scotia

https://www.youtube.com/watch?v=dSaK1m2z0rA&feature=emb_title&ab_channel=EntertainmentTonight

USA

New York free for seniors

https://www.youtube.com/watch?v=48hix_hzS3E&ab_channel=NYCParks

https://www.youtube.com/watch?v=NzOoqKTpsVo&ab_channel=CBSDenver

Multi-generational playgrounds,

https://www.youtube.com/watch?v=o8N_7Zb0S5w&ab_channel=TheListShowTV

NATIONAL HEALTH SYSTEM, UK

https://www.youtube.com/watch?v=f2akOb-7_L8&ab_channel=CamdenCouncil

Spain has over 300 senior gyms

https://www.youtube.com/watch?v=4tzilhuTB1M&feature=youtu.be&ab_channel=PRX

Article - <https://www.pri.org/stories/2014-04-01/playgrounds-are-big-hit-spains-elder-set>

Articles on Senior or gyms for the elderly

<https://www.bbc.com/worklife/article/20191028-the-cities-designing-playgrounds-for-the-elderly>

Playgrounds for Seniors (Good Overview)

by [Lesley Forrester](#) | Jul 17, 2019

<https://worndoorstep.com/playgrounds-for-seniors/>

Lambly Park will soon be home to “seniors-friendly” outdoor fitness equipment, director of community services Cheryl Wiebe announced in a press release today.

The new equipment is being added to the park to help seniors in the community age actively.

“In addition to the equipment, the district will be working with the Peachland Wellness Centre to develop an education and awareness program to help seniors become familiar with safe use and help seniors overcome any uncertainty in using the equipment,” Wiebe said.

Funding for the project was made possible through a successful federal New Horizons for Seniors Program grant application, along with local contributions from the Peachland Rotary Club and the Peachland Lions Club.

<https://www.peachlandview.com/2013/06/14/outdoor-fitness-equipment-to-be-installed-at-lambly-park/>



MANITOBA ECO-NETWORK

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City of Winnipeg – Governance Review

Comments from the Manitoba Eco-Network

February 22, 2021

The Manitoba Eco-Network (MbEN) appreciates this opportunity to comment on the City of Winnipeg's Governance Review. Since 1988, MbEN has promoted positive environmental action by supporting people and groups in our community. MbEN has recently transitioned our programming to focus more on policy advocacy, engagement in consultation processes and developing capacity building tools that benefit the environmental non-profit sector and our member groups. We welcome more opportunities in the future to work with the City of Winnipeg in the development of new policies, plans and programs.

In the past few years, MbEN has engaged with the City of Winnipeg in a range of different ways including meetings with Councillors, presentations to Council and the EPC, and extensive engagement with the public service in connection to our *Building Community Climate Resiliency* project. In the past, MbEN also received a small yearly grant for our Organic Lawn Care Program. Unfortunately, the City no longer provides us with such funding. MbEN has managed to continue operating, thanks to our many dedicated volunteers, and participates in a number of consultation processes to provide input and suggestions for strengthening environmental governance at the municipal level.

As an environmental organization, MbEN's main priority in relation to governance processes in Manitoba is the need to implement meaningful policy and regulatory changes that will push Manitoba and Winnipeg, in a more sustainable direction. There are many dedicated grassroots community groups and environmental organizations that should be given a stronger role in the development and implementation of new programs and policies that goes beyond the participatory opportunities currently in place.

Scope of the Review:

MbEN sees this Governance Review as an opportunity for the City of Winnipeg to acknowledge the role of municipal governments in creating a more sustainable Manitoba and make policy and regulatory improvements that will establish Winnipeg as a leader of environmental sustainability. In this regard we recommend that the Principles of Good Governance that set the context of this review include "sustainability" or "sustainable development". As we highlighted in our recent submissions for the *OurWinnipeg* plan, there is a need for the City of Winnipeg to recognize sustainability as a main component of good governance that influences the development and implementation of all policies and programs.



MANITOBA ECO-NETWORK

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Tel: 204-947-6511 www.mbeconetwork.org

Other principles of good governance that we recommend include “effective enforcement”, “collaboration”, and “meaningful participation”. Some of these elements were captured within the identified Principles of Good Governance, however, it is important to explicitly recognize these principles and analyze the City’s governance approach based on these categories in order to provide better insight into the effectiveness of current processes and policies.

MbEN feels that the scope of review should also include the municipal election process, an important process which directly impacts who leads the City of Winnipeg and has the power to implement new policies and programs. How we elect our municipal leaders and the rules we develop for the electoral process is a cornerstone of good governance and should be included in the review.

Environmental Governance:

MbEN recognizes that there have been improvements in the City of Winnipeg’s approach to implementing the regulatory and policy changes needed to move Winnipeg in a more sustainable direction. We feel that the City of Winnipeg can go further in the development of new environmental policies and programs and “environmental governance” must be reflected more prominently in the operations of the City of Winnipeg.

A strong environmental governance approach means more funding for environmental programs, more staff to implement existing and new environmental policies and programs, and increased opportunity for members of the environmental community and public to provide advice and support for improvements. MbEN has had great experiences interacting with the public service, however, there has been a lack of support from those individuals with the power to make final decisions. As one of the main stated purposes of the City of Winnipeg is to develop and maintain “sustainable communities” and promote and maintain the “health, safety, and welfare” of its citizens (s 5(1), *The City of Winnipeg Charter Act*) the City of Winnipeg should take the opportunity to move in a more sustainable direction and meet the standards necessary to join important environmental initiatives like Low Carbon Cities Canada (LC3) and the 1000 Cities Adapt Now program.

Other environmental governance approaches which we recommended in our past *OurWinnipeg* submissions continue to apply to this review. For example, MbEN would like to see the City of Winnipeg:

- Recognize environmental rights: It is important for the City of Winnipeg to join the growing number of Canadian municipalities, including the Manitoba communities of The Pas, Whitemouth, Dunnottar, Thompson, Stonewall, Shamattawa and Selkirk, that have



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recognized the “right to a healthy environment”. Recognition of environmental rights would demonstrate environmental leadership and long-term planning in the intergenerational public interest.

- Implement stronger environmental enforcement mechanisms: Many Winnipeg citizens have faced situations where environmental policies and the decisions of elected officials or hearing bodies have not been effectively enforced. MbEN strongly supports the development and implementation of stronger enforcement mechanisms. For example, we would like to see commitments to the use of more enforcement mechanisms like financial penalties for non-compliance violators. The funds from such penalties could then be used to provide community organizations with funding for collaborative environmental projects.
- Better assessment of new developments and construction projects: MbEN feels strongly that in order for the City to truly take on a role of environmental leadership, there is a pressing need for better assessment of new developments and construction projects through the use of environmental impact assessment and life cycle assessments that considers environmental impacts cradle to grave. MbEN would strongly recommend the inclusion of policy commitments to improve the City’s assessment approach.

Public Participation:

MbEN acknowledges the improvements that have been implemented by the City of Winnipeg to better facilitate meaningful public participation. The creation of the Office of Public Engagement and adoption of the Public Engagement Policy were important steps in the creation of opportunities for meaningful public participation. The development of the Engage Winnipeg site has also made it much easier to identify opportunities for engagement and access relevant information. MbEN has found the information included on the City of Winnipeg website about engaging in Committee and Council meetings to be helpful.

However, we feel there are still opportunities for improving the resources and approaches utilized by the City to engage with its citizens and have seen these concerns echoed by other community and environmental groups in Winnipeg. For instance,

- Types of engagement: MbEN would like to see more opportunities to engage that move beyond the “Consult” level of the IAP2 spectrum of public participation that was adopted by the City in the *Engage Winnipeg Policy*. There are many dedicated community groups and environmental organizations that could play a valuable role in the development and implementation of new policies and programs if given engagement opportunities that better align with the “Collaborate” and “Empower” end of the IAP2 spectrum.



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- Timing of engagement opportunities: Having multiple engagement opportunities occur simultaneously restricts the ability of the public to meaningfully engage in all processes.
- Availability of background information: There have been improvements in the type of information available to the public, but we continue to hear from members of the community who have found it difficult to engage in certain consultation processes due to a lack of background information. For example, more information about how the existing policies were consolidated in the development of the new *OurWinnipeg* plan would have increased the capacity of the public to provide informed input and added more transparency to the City's policy development process. MbEN agrees that "[i]nforming the public is a critical component of any engagement process" (*Engage Winnipeg Policy*).
- Summary of public input: There is a need for public engagement reports summarizing the public feedback received during consultation opportunities in order to improve the transparency and accountability of City decision-making processes. It has often been unclear what scope of public feedback was received, how this information was considered and how it was incorporated into final approval and implementation processes. Engaging in consultation opportunities takes a lot of time and effort and it is often not clear if the input provided by the public has been meaningfully considered.
- Lack of funding for additional community consultation: There is rarely any funding available to environmental nongovernmental organizations (ENGOS) and community organizations to undertake additional consultation activities within their respective communities. MbEN feels it would be a better use of public funds if some of the money currently being directed to consultants was redistributed within the Winnipeg community to allow community organizations and ENGOS to more meaningfully contribute to consultation processes and take on more community engagement activities. For example, in Phase 1 of our *Building Community Climate Resiliency* project, MbEN surveyed a broad range of environmental and community organizations about climate resiliency knowledge and action in Winnipeg, and produced a comprehensive report summarizing their feedback. While city staff provided in-kind support, this project received no municipal funding.

Access to Information:

MbEN recognizes the improvements that have been made in terms of public access to information. This includes the ability of the public to access information about Council proceedings and municipal operations through the Decision Making Information System and the Open Data Portal. However, there is a need for more publicly available information about the implementation and effectiveness of municipal policies, enforcement activities, and the development of better sustainability goal indicators. For example, dashboards like PEG



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(www.mypeg.ca) could be incorporated into the Decision Making Information System to make the city's open data more accessible to a broader audience.

MbEN feels that transparency and access to information could be further improved by commitments to Open Government and Open Data Principles. There is a need for more policies that ensure data is open by default and access is facilitated under the FAIR principles (findable, accessible, interoperable, and reusable).

Governance Structure:

The current division of environmental responsibilities between various Standing Committees can cause significant confusion in terms of how members of the public and community organizations can best engage with the City of Winnipeg when facing environmental issues or advocating for sustainable change. There is a need for a more coordinated approach to environmental governance where the same individuals with oversight of planning and approvals are also evaluating implementation, development of programs, enforcement, and the effectiveness of the City's framework of environmental regulatory requirements.

Although the EPC may be said to play a coordinating role by recommending the implementation of policies and practices that support environmental leadership, the existence of the EPC has unintentionally created an unequal division of power between Council members due to the unprecedented level of power held by the Mayor and the EPC. As noted in the Preliminary Report, the discretionary power granted to the Mayor to appoint the chairpersons of Standing Committees and members of the EPC, along with the vetting of public service reports by the Mayor and select members of Council prior to their distribution to Council has resulted in a concentration of power that does not exist within other Canadian municipal governments. This has resulted in the perception that members of Council not included in the Mayor's inner circle are at a disadvantage in comparison with their EPC counterparts, which impacts the legitimacy and effectiveness of Council decision-making processes.

MbEN supports the dismantling and/or restructuring of the EPC and the reduction of discretionary power currently afforded to the Mayor so that all elected members of Council are able to effectively represent the interests of their constituents and contribute to the implementation of more effective environmental governance processes.

Conclusion:

MbEN appreciates this opportunity to provide input into the City of Winnipeg's Governance Review. It is time for the City of Winnipeg to implement better environmental governance



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approaches and take on a stronger environmental leadership role in Manitoba. This review is an opportunity to set a real example for Manitobans and move beyond the minimum environmental governance standards set by the Government of Manitoba.

Moving forward, there are many ways the City of Winnipeg can do more to ensure “environmental governance” becomes a prominent element of municipal operations. This includes more funding for environmental programs, more municipal staff to implement existing and new environmental policies and programs, and increased opportunity for members of the environmental community and public to meaningfully engage.

There are also many opportunities for the City to strengthen the legitimacy, transparency and accountability of municipal governance processes by improving public access to municipal data and addressing the power imbalance between City Councillors due to the discretionary powers of the Mayor and the existence of the EPC.

MbEN looks forward to seeing how the City will use the input received during this review process to create a more sustainable and collaborative municipal governance process. We welcome future opportunities to collaborate with the City of Winnipeg and contribute to the development and implementation of environmental policies and programs.

Glen Koroluk, Executive Director

Heather M. Fast, B.A., J.D., LL.M., Policy Committee Chair

CITY OF WINNIPEG GOVERNANCE REVIEW
RESPONSES TO MNP ENGAGEMENT QUESTIONS

1. How is your organization or its members typically involved in interactions with the City Council or a committee of Council?

Proactive outreach by the City has improved over the last couple of years. Typically, past interactions occurred when the Manitoba Trucking Association (MTA) happened to learn of a threat to truck routes or when other trucking related issues were brought to our attention. These engagements have been frustrating and unproductive, as committees and councillors often appear to be primarily concerned with constituency concerns, not the functional or practical aspects of truck routes, safety enforcement, or their relevance to the overall urban economy. Sometimes councillors appear to be unaware of, or worse, indifferent to the impact of the decisions they make on the broader urban transportation system. It is for this reason that proactive outreach to interest groups, to discuss city wide connections and policy with City of Winnipeg staff, is an improved process.

2. Do you feel there is reasonable access and opportunity for organizations/citizens to participate in the decisions before Council? What barriers may exist?

There can be reasonable opportunity to participate but it still cannot be counted as proactive. Again, the City is getting better at proactively engaging with our industry, if they reach out. Beyond that, attempting to work through the pre-determined public engagement processes or the committee hearing system is not ideal. This system is difficult to navigate, registration to appear is time-sensitive, and public engagement is limited. Beyond that, when the MTA attends this process, it is with a policy position that was research, vetted and approved through a duly elected board of directors, who represent 300 Manitoba companies. That opinion and policy development process needs to be provided the merit that it is due and should not necessarily be provided the same weight as others.

As for barriers, there are many examples:

- The defensive and protective manner in which the City often does the public's business, which is engrained in the City's organizational and political culture.
- The ability of councillors to drive constituency-focused agendas with impacts beyond their ward, and who do not want to change this culture, because it is to their political advantage.
- The ease at which letters or presentations may be disregarded, no matter how pertinent, relevant, or insightful to an issue at hand.
- If no-one on a committee has any particular interest in a matter, any concerns raised may not go anywhere.

3. Is information on issues being considered by Council or a committee easy to access? How would you describe the information that is available? What gaps might exist?

Information Accessibility: It is easy enough to access what limited information there is, but only for people who understand the DMIS and know how it works. This is not simple for everyone. Not all relevant information is included on the DMIS, and in this manner, the DMIS can delimit the scope of debate.

Information Availability: The real issue is that not all the information that public service uses in their reports is available on the DMIS, even if that information is not legally sensitive or does not involve privacy issues. This is especially a challenge for stakeholders when relevant information may be left out of official reports, key questions are not addressed, or important details are obscured by general descriptions.

Gaps: Reports to committees and Council often frame matters to enable pre-ordained decision-making. This framing can be manifested as a highly limited presentations of alternatives to the preferred option, only a brief review of the merits of those alternatives, or a minimal explanation of why alternates were not further explored.

In general, the DMIS is a very passive tool. It requires an organization to actively go to a variety of committee sites and reads agendas and minutes monthly. Again, for certain advice, appropriate stakeholder outreach must be proactive in nature and it must be something that industry can rely on.

4. Have you participated in any of the City's hearings or appeal processes? What works well? What do you believe are priorities for improvement?

Priorities for Improvement: The City should consider establishing a separate adjudication process for minor issues such as zoning variances and minor appeals, that relies on a consistent body of reasonable precedents, offers clear avenues for resolution and final outcomes, and does not involve councillors. The Province's Residential Tenancy Branch should be considered as a potential model.

Doing this will free up time for councillors to have longer, more meaningful discussions of longer-term *policy*, with representation from organized interests, expert witnesses, and a focus on facts and reason rather than parochial power or citizen emotion.

The City should establish standing public policy advisory committees that include permanent representation from relevant expert and industry groups. Their role would be to provide a second set of eyes and ears to matters, pointing out considerations and facts that neither councillors or the public service are aware of, or are hesitant to raise themselves. Too often, issues are dealt with based on sparse information or mistaken assumptions, much to the detriment of practicality, feasibility, and general comprehension.

Example: Deleting truck routes without any consultation or input from the trucking industry.

Example: Ignoring the reasons *why* the Airport Vicinity Protection Area exists, or why those reasons matter to the sustainability of Winnipeg's economy.

5. How would you describe Council's role in providing oversight of the City? What seems to work well? What do you believe are priorities for improvement?

There is some merit in ensuring the voice of ward residents can be heard. However, those voices need to inform broader public policy, not dictate it. Especially on issues that should never be decided at the ward level such as decisions about individual parts of the commercial goods corridor or city-wide road safety initiatives. One size fits all solutions are often very ineffective if not damaging and undermine faith in the policy making process.

6. Does available information meet your needs to understand City budgets or performance? Please explain.

No. There is ample public information on the City's budget process, but almost no information on the City's budget *methods*. This makes it virtually impossible to understand the reasoning behind budget decisions.

The City's performance information is limited and general. There is no formal evaluation policy in place to regularly assess the rationale, design, delivery, and effectiveness of City programs, and to communicate those findings.

7. In your experience, are matters to be considered by Council and committees brought forward and dealt with in a timely way? Efficiently?

It depends completely on the matter in question. If Council or a committee already know what they want to do, the matter is brought forward quickly and passed. If Council or a committee does not know what they want to do, or if the matter is sensitive or controversial, it gets sent back to the public service for more research, analysis, and information.

The point here is that the decision-making process can be driven by councillors' desires, not by facts, analysis, or the design and discussion of options. The existing governance system encourages this, and there is no motivation on the part of councillors to change it. It is simply more convenient and *politically advantageous* to leave things as they are.

This process can enable council to let an issue die down in the media, or if the matter is taking a long time for the public service to respond, it is easy for councillors to place the blame on the public service itself, not on *their own* inability or unwillingness to fully understand the matter or debate its merits.

8. How well does Council address citizens' priorities? Support the overall effectiveness of the city?

The better question is: how well does Council address the City's already established priorities in OurWinnipeg and the Transportation Master Plan. City by-laws require the City to have these plans in place. There is no corresponding plan to ensure they get used.

9. How confident are you in the rules and processes around Council conflict of interest?

It is too early to tell whether the renewed efforts that have been made on the matters of ethics and conflict of interest are sufficient to address these issues.

10. Do you believe Council is effective overall in making decisions based on the best interest of the city? Please explain.

It is believed there is a better way. For example, if Council was effective in making decisions based on the best interest of the city (the place), instead of The City corporate, Winnipeg might not be lagging behind in achieving a number of elements contained in municipal planning documents.

From: South Osborne Residents' Group <southosborneresidentsgroup@gmail.com>
Sent: February 18, 2021 1:00 PM
To: City of Winnipeg Governance 2020
Cc: Mayor Bowman; Councillor Gillingham; Councillor Browaty; Councillor Eadie; Councillor Orlikow; Councillor Sharma; Councillor Allard; Councillor Gilroy; Councillor Lukes; Rollins, Sherri; Mayes, Councillor; Councillor Santos; Nason, Shawn; Klein, Kevin; Office of Public Engagement; danielle.dasilva@freepress.mb.ca; joyanne.pursaga@freepress.mb.ca; julia-simone.rutgers@freepress.mb.ca; katie.may@freepress.mb.ca; kevin.rollason@freepress.mb.ca; maggie.macintosh@freepress.mb.ca; malak.abas@freepress.mb.ca; melissa.martin@freepress.mb.ca; ryan.thorpe@freepress.mb.ca; sarah.lawrynuik@freepress.mb.ca; CBC News; CBC Radio; CBC, Nelly Gonzalez; CBC, Sean Kavanagh; CKUW; CTV News; Global TV; Gold, Marty; Janet Stewart; Markusa, Marcy; Metro News; The Lance; The Manitoban; Tsuji, Lindsay
Subject: SUBMISSION TO CITY OF WINNIPEG'S GOVERNANCE REVIEW

CAUTION: This email originated from outside of the MNP network. Be cautious of any embedded links and/or attachments.
MISE EN GARDE: Ce courriel ne provient pas du réseau de MNP. Méfiez-vous des liens ou pièces jointes qu'il pourrait contenir.

Note: the City has hired MNP to review its governance structure, by-laws and practices.

SUMMARY

Residents groups all over Winnipeg have little faith in Winnipeg's Administration and Council. Why?

1. Lack of openness and transparency. Residents' associations want to help end incomprehensible governance as supported by inconsistent and unethical administration.
2. Lack of credibility. Council and departments should work to reduce the look of corruption.
3. Questionable decision-making. Credible communication instead of deliberate diversionary tactics will improve governance.
4. Lack of accountability for use of existing resources. Collaboration with citizen advocates will improve strategic priorities, planning and administration.
5. Lack of continuous improvement, esp. in ethics and legal compliance. Eliminating the legacy of recent decades of legal disregard will train current staff in being responsible.
6. Lack of transparency as well as meaningful collaboration with staff and politicians.

MNP'S QUESTIONS:

1. How is your organization (or its members) typically involved in interactions with the City Council or a committee of Council?

Background: South Osborne Residents' Group Inc. has advocated for the good of local neighbourhoods: Lord Roberts and Riverview since 2009.

Typical interactions: Since 2009, we have received harassment, bullying, gas-lighting, pressure to break privacy law as well as insults. City representatives have lied, denied clear evidence, prevaricated, disobeyed or ignored bylaws and not responded. Also, City reps routinely use bait & switch tactics to stifle citizen input.

Exceptional interaction: As members of the Public Advisory Committee, we are collaborating effectively with the Transportation department and the Office of Public Consultation on the *Lord Roberts Neighbourhood Traffic Plan*. The new Manager of Transportation seems to have overcome the fortress/denial culture that previously existed.

2. Do you feel there is reasonable access and opportunity for organizations/citizens to participate in the decisions before Council?

Typical situation: There are no reasonable opportunities for meaningful participation. Firstly, the City does not want it and does not have any tools to collaborate. Secondly, the City gives developers, including Transit, free and easy access to decision-makers. Unlike residents' associations, businesses use emotional blackmail (We need more taxes via luxury housing! My condo will stop urban sprawl! Densification is good! There are too many parks!) and it works, especially just before a big meeting. Sadly, our former Councillor blocked resident feedback.

Exceptional situation: The Community Traffic Engineer for the *Lord Roberts Neighbourhood Traffic Plan*, and the Manager of the Office of Public Engagement are skilled at seeking out evidence-based decision-making tools. Fortunately, our current Councillor seeks feedback and occasionally represents residents' concerns.

What barriers may exist?

There are few mechanisms for meaningful collaborations with concerned residents.

In compliance with the Office of Public Engagement initiatives, the City hosts public consultations, but departments (1) tailor responses and (2) ignore the feedback.

Example: In spite of residents' extensive campaigning to save parks, the Planning department proposes making all greenspace available for developers, not residents.

3. Is information on issues being considered by Council or a committee easy to access?

Typical situation: No. The City's rule of giving only 4 days agenda notice before any Committee meeting bars citizens from meaningful participation. Why? City departments know it is not possible for residents to create a credible study in 4 days (that usually include a weekend).

Furthermore, the City's rule (of questionable legality), the Councillors may not talk to residents before a public hearing (but do talk to developers), is a tool Councillors have used for years to avoid accountability to the voters most affected.

Worse yet, we see the City making final decisions well before any public hearing. It does not give citizens accurate (or any) information being considered beforehand.

Exceptional situation: The neighbourhood traffic plan project has been publicly accountable since beginning two years ago. <https://www.winnipeg.ca/publicworks/transportation/projects/lordrobertstraffic.stm>

How would you describe the information that is available?

Typical info: Misleading, ideologically-based, inaccurate, developer-led, biased, not based on facts from any Winnipeg neighbourhood (or even from Canada), sly.

Exceptional info: Transportation and the Office of Public Engagement are using transportation evidence that is local, current, accurate and that includes valuable lived experience.

What gaps might exist?

The City would benefit from training in, and close supervision of, ethical reporting.

Example: the Planning department routinely produces sloppy Administrative Reports that include: incomplete (and usually no) evidence; clichés and opinions presented as fact; and there remain wildly inconsistent information standards between Planners.

Example: Planning publicly states that it "lets developers cherry-pick which parts of OurWinnipeg, Complete Communities, and other bylaws to obey." This becomes apparent during the approval and variance processes when developer-led studies surface.

Example: Each City Planner decides what laws to obey and their Director fosters that.

Example: Planners routinely contravene bylaw 200/2006, the Province of Manitoba's Planning Act, or the Winnipeg Charter as well as other legislation. See appendix: *Open Letter to the Mayor* by United Neighbourhoods of Winnipeg, dated January 2020.

Example: Weak and malleable Managers were appointed during Mayor Katz's tenure. These employees have not the qualifications, nor the understanding of ethical responsibilities, to inform Council accurately or in a timely manner. At the Social Planning Council's *Whose Winnipeg* workshops, City staff revealed that.

Finally, recent Mayors hired friends as the Chief Administrative Officer, so there is no oversight.

4. Have you participated in any of the City's hearings or appeal processes?

We present briefs <https://southosborneresidentsgroup.wordpress.com/briefs/> and organise presentations to public hearings. We have made presentations to the Planning department, the Transportation department, Transit, the City Centre Community Committee and our

Councillor. Since Winnipeg's largest infill began here in 2009, we met with a wide variety of present and former City staff, some of whom left abruptly in a cloud of media coverage.

What works well?

It helps when an area Councillor has ethics and uses them to address community needs.

What do you believe are priorities for improvement?

1. Reinstate the Board of Commissioners. The Board of Commissioners began in 1972 and was responsible for providing leadership to all civic departments. In particular, the Board provided advice to Council on key issues; initiated administrative changes and improvements; led civic responses to crisis situations; provided mentoring to department heads; pursued federal and/or provincial funding for civic works; and coordinated service delivery. In 1997, the Mayor abolished this Board. Results: businesses have corrupted decision-making within successive Councils as well as within departments like Planning and Public Works. Since then, Winnipeg has needed a non-partisan advisory group to improve ethics, to enforce accountability and to mentor wayward departments in returning to ethical corporate behaviour.
2. Reinstate Resident Advisory Groups. Many Canadian cities institutionalise collaboration with neighbourhoods. This saves money by improving efficiencies.
<https://winnipegneighbourhoodscoalition.wordpress.com/neighbourhood-planning-in-other-cities/>
3. Change the Integrity Commissioner hiring and supervision process. Currently, the Commissioner's bosses are the Councillors. This produces a serious problem: the Commissioner does not find against Councillors, even when complainants cite the City's own video of a Councillor being abusive at a public committee meeting. Result: no accountability.
4. Improve and increase appeal processes to stop Council from making inconsistent, frightened, ill-informed, corrupt and/or lazy decisions. Change how Council appoints to committees such as the Board of Revision and the Board of Adjustment to avoid having slack members, unaccountable mandates and problematic structures.

5. How would you describe Council's role in providing oversight of the City?

Residents all over the city want to know why successive Councils have not, or will not, make the Administration provide complete and truthful information to it. Let this governance review be the audit of Council's role in supervising the Supervisors.

What seems to work well?

Depends who you talk to, doesn't it? It shouldn't. Council should work for the greater good, not just for business or for ideologies.

What do you believe are priorities for improvement?

1. Collaborate with communities to incorporate provable evidence using public consultations.
2. Prevent the Executive Policy Committee from dictating to Council in order to stifle scrutiny.
3. Create an independent Board of Commissioners to rebuild integrity.
4. Supervise the culture in Administration, so workers stop lying or denying citizen's evidence.
5. Obey all laws. (A 2019 Councillor quote, "It's up to citizens to sue the City, not us to obey.")
6. Supervise Councillors' and the Integrity Commissioner's behaviour to ensure they are always respectful and ethical.
7. Reinstate Resident Advisory Groups to provide reliable evidence. We want to help.

6. Does available information meet your needs to understand City budgets or performance?

Never.

Please explain.

The City routinely issues untrustworthy, inaccurate and biased information. Residents have become used to seeking where the City hides its bait and switch tactics.

7. In your experience, are matters to be considered by Council and committees brought forward and dealt with in a timely way?

Never.

By only releasing agendas 4 days before important meetings, the City protects itself from open and transparent decision-making. This also prevents citizens from collaborating.

Furthermore, Councillors on community committees still block neighbourhood groups' presentations using interruptions, censorship, contradictions and emotional blackmail.

Efficiently?

Because the City's conduct has long ago broken trust, voters cannot believe it is efficient now.

8. How well does Council address citizens' priorities?

Very poorly.

Example: The City's current proposal to give public parks to developers is in direct contrast to what Winnipeggers have always said. <https://www.ours-winnipeg.com/>

Support the overall effectiveness of the city?

Poorly. How can Council trust its staff after so many well-documented debacles? Staff may change but irresponsible behaviour in Council and on staff continues.

Examples: <https://southosborneresidentsgroup.wordpress.com/media-coverage-of-sorg/>

9. How confident are you in the rules and processes around Council conflict of interest?

Not at all, because a review of the few complaints upheld by the Integrity Commissioner reveals a lack of policy compliance, leaving the media as the only reliable arbitrator.

10. Do you believe Council is effective overall in making decisions based on the best interest of the city?

No. That has not been SORG's experience. Many other residents' associations across Winnipeg remain very upset at the disregard Council has shown them.

Please explain.

Council does not insist on complete local, current and accurate information.

It does not consult residents first. It does not insist on community needs assessments first.

It does not comply with legally-binding Secondary Plans.

Example: <https://www.winnipegfreepress.com/our-communities/souwester/Residents-rise-up-against-rezoning-384319121.html>

Instead, it favours developers and construction businesses over residents' expressed needs.

Council is effective in rewarding developers, but this is not in the best interests of Winnipeg.

Mayor Bowman: January 2020

United Neighbourhoods of Winnipeg (uNOW) has many concerns about how the City of Winnipeg encourages non-compliant infill development. In general, we are not against development that obeys Provincial and municipal by-laws and regulations.

As you know, we have sought answers to questions about the City's questionable circumventing of land use planning laws. We have sought dialogue with you and your office, the Property, Planning & Development Department and its head John Kiernan, the Board of Adjustment and various committees as well as our Councillors.

In spite of that, residents in mature neighbourhoods across the city experience damage by infill development because the City does not comply with the 200/2006 by-law, the Winnipeg Charter, Our Winnipeg/Complete Communities or the Province of Manitoba Planning Act.

It is a sad and embarrassing position that residents have been put in when the City constantly changes its rules. City Planners, Councillors and committee members show insufficient respect or consideration for residents. What is worse is that the City states that it may interpret its own rules differently from one hearing to another on the same subject. And it relies on residents to report inconsistencies and non-compliance instead of early enforcement.

The City's behaviour is not what we expected from you or anyone else we have approached.

We hear that the city wants to be open and transparent. This is not what residents in mature neighbourhoods experience at all.

We'd like to point out that this confusion of communication causes needless expense, anxiety, time and energy to all parties.

Therefore, please provide answers to the following questions:

1. How does the City justify disobeying section 23 of the 200/2006 by-law **Prior Non-conformities Continue** that states: “*The intent of this By-law is to permit a non-conformity to continue until it is removed but not to encourage its survival*”? The message of this law is to prevent lot splits to the excessive extent we experience, for example, in Glenwood.
2. How does the City justify disobeying section 36 **Variance Orders**? It clearly states: “*For purposes of this determination, injurious effects includes physical characteristics of the owner’s site that make it difficult or impossible to comply with the provisions of this By-law, but does not include conditions created by the owner or conditions generally shared with other properties in the same area.*” The intent of this law is to prevent, for example, developers from ruining their property then asking for (sometimes over 30) variances.
3. How does the City justify disobeying the Housing section 01-4 of **OurWinnipeg**? It clearly states the City: “*...has an important role to play in supporting housing renewal and in both enforcing building codes and property by-laws and educating relevant parties about them.*” The intent of this law is to remind the City of its duty of care to residents.
4. How does the City justify disobeying the [200/2006 By-law](#) section that states that “*no structure may be erected on a lot of record unless...the parcel of land is in separate ownership and is not part of a continuous frontage with other parcels of land of the same ownership.*” The intent of this law is to regulate lot splits and building too close to adjacent homes.
5. How does the City justify disobeying section 6.3 (p. 25) of the [Planning Act Handbook](#), Manitoba Intergovernmental Affairs that states: “*Consistency with by-laws – all decisions of a board or council must be generally consistent with the plans and zoning by-laws in force. A variance can not be used to circumvent the plan or zoning by-law.*” The intent of this law is to remind the City it must comply with existing laws.
6. How does the City justify disobeying its own **Complete Communities** directions that require the City to respect each community’s character? This by-law mandates that all development must be done in a sensitive manner that recognizes the existing form and character of its location. Furthermore, infill must conserve the ageing building stock and increase housing choice while maintaining existing neighbourhood character.
7. How does the City justify disobeying sections 12 of the [Winnipeg Building By- Law No. 4555/87](#)?
8. How does the City justify disregarding the Workplace Safety and Health Regulations for Asbestos https://www.gov.mb.ca/labour/safety/pdf/faqs_asbestos_contain_material.pdf?
7. How does the City justify making residents and developers wait years to resolve the numerous planning problems we are all experiencing due to an apparent lack of leadership and follow-through?
8. Why are we waiting over two years (and been on the agenda ten times) for a decision on a request made by Councillor Gerbasi on Sept 5, 2017 at City Centre Community Committee for options to improve the ability of the Winnipeg Public Service to ensure compliance with approved plans for new developments?
9. How the City justify the following quotes by City employees? “City no longer conducts these inspections unless they receive a complaint” “there are many developments throughout the City that are not built in accordance with approved site plans” and “the Winnipeg Public Service has limited tools to ensure that developers and property owners comply with approved plans”.
10. Finally, why is it that the City now relies on volunteer residents in each mature neighbourhood to inform the City about so many non-compliances?

We ask for your answers as soon as possible as we have waited three months since we met. If you would like to meet with us again or appoint someone to do so, we are willing under the following conditions: that the meeting start on time (and if not, that we have extended time); and that your staff does not attempt to veer into irrelevant diversions.

Respectfully,

Tom Scott Chair, United Neighbourhoods of Winnipeg

On behalf of the uNOW members and thousands of concerned residents city-wide.

The Mayor's response: none.

IE11.1 - Attachment 1



CanopyTO



 **TORONTO**



TORONTO



SUMMARY OF FINDINGS



Toronto's canopy cover and total tree population has increased over the last 10 years.

Toronto's canopy cover increased from 26.6% to 28.4% between 2008 and 2018. The City's tree population increased from 10.2 million to 11.5 million trees.



Street trees are making a significant contribution to the urban forest.

The condition of street trees has improved significantly, with a 25% increase in trees rated as good or excellent. While representing only 5.4% of Toronto's urban forest, street trees provide 19.4% of the total structural value.



The composition and condition of the urban forest has seen positive and negative changes.

The distribution of trees by size class improved with more larger-growing trees and more young trees. The overall condition rating of trees and shrubs has declined. Invasive species have increased in the city's parks and ravines.



Impervious land cover is increasing across the city.

Impervious land cover has increased by 1.4% since 2008. Plantable space across the city has decreased by 2% while nonplantable space increased by 3%. The most land area converted from pervious to impervious is on Single Family Residential lands.



PURPOSE OF THE 2018 TREE CANOPY STUDY

In order to monitor changes in the structure and function of the urban forest, the City's *Strategic Forest Management Plan 2012-2022* recommended that a canopy assessment be undertaken every 10 years. The 2018 Tree Canopy Study presents an update to the first canopy assessment initiated in 2008 and described in *Every Tree Counts: A Portrait of Toronto's Urban Forest*.

The purpose of this 2018 Tree Canopy Study is to:

- Update information on the current composition, structure and distribution of Toronto's urban forest
- Quantify the ecological services and benefits provided by the urban forest
- Identify opportunities for increasing sustainable tree cover
- Compare and evaluate current conditions to the baseline conditions

SCOPE OF THE 2018 TREE CANOPY STUDY

The 2018 Tree Canopy Study provides a snapshot of current conditions, measures changes since the last canopy assessment and identifies issues and trends affecting the urban forest. It provides data on the extent, size class, composition and condition of the urban forest. It also provides information about the amount and dollar value of several key ecological services provided by the urban forest.

USING THE RESULTS

Much like the findings from the first canopy assessment informed the first Strategic Forest Management Plan, findings from the 2018 Tree Canopy Study will help the City make evidence-based decisions in the development of the next Strategic Forest Management Plan, due in 2023.

Using methodologies established by Canadian and international jurisdictions, studies of this kind are an important part of the adaptive management cycle. The Strategic Forest Management Plan recommended that canopy assessments be undertaken every 10 years in order to understand and respond to changes in the urban forest.

The 2018 Tree Canopy Study provides an update on the current state of the urban forest and how it has changed from the previous assessment. The study's findings will be used to inform the development of future strategic directions and priority actions necessary to support a healthy, resilient urban forest. Findings presented in the 2018 Tree Canopy Study will also help inform the implementation of the Ravine Strategy and the Biodiversity Strategy.





CRIME
REDUCTION

FOOD
PRODUCTION

CONNECTIONS
TO
NATURE

BEAUTIFICATION
AND SENSE
OF PLACE

RAINFALL
INTERCEPTION

AIR
PURIFICATION

HEALTH
AND
HEALING

NOISE
MITIGATION

CONCENTRATION
AND
LEARNING

BUILDING
ENERGY
SAVINGS

WILDLIFE
HABITAT

EVAPO-
TRANSPIRATION

SHADE
AND
COOLING

SOCIAL
STRENGTHENING

RECREATION

HEALTHY
SOIL

NUTRIENT
CYCLING

WATER
STORAGE

IMPROVED
INFILTRATION

CARBON
SEQUESTRATION

BENEFITS OF TREES



Toronto's canopy cover and total tree population has increased over the last 10 years.

- In 2018, Toronto's tree canopy cover is estimated at 28.4% to 31%, an increase from the 2008 canopy cover estimate of 26.6% to 28%.
- 28.4% was derived from a random point sampling method using leaf-on satellite imagery; 31% was derived from an automated land cover classification process using the same leaf-on satellite imagery.
- Canopy cover increased despite serious impacts due to increased development, the 2013 ice storm and the effects of the Emerald ash borer.
- Toronto's tree population increased from 10.2 to 11.5 million trees between 2008 and 2018.
- Although the total population increased, the total leaf area decreased by about 11% which impacts the structural value and the value of ecosystem services.
- Unlike grey infrastructure, the urban forest is always changing, growing, maturing and dying. Canopy cover and population size are not the whole story. Urban forest size, condition and distribution are factors in the canopy cover story; pest threats, natural mortality, invasive species impacts, development activities and climate change are realities effecting urban forest sustainability.



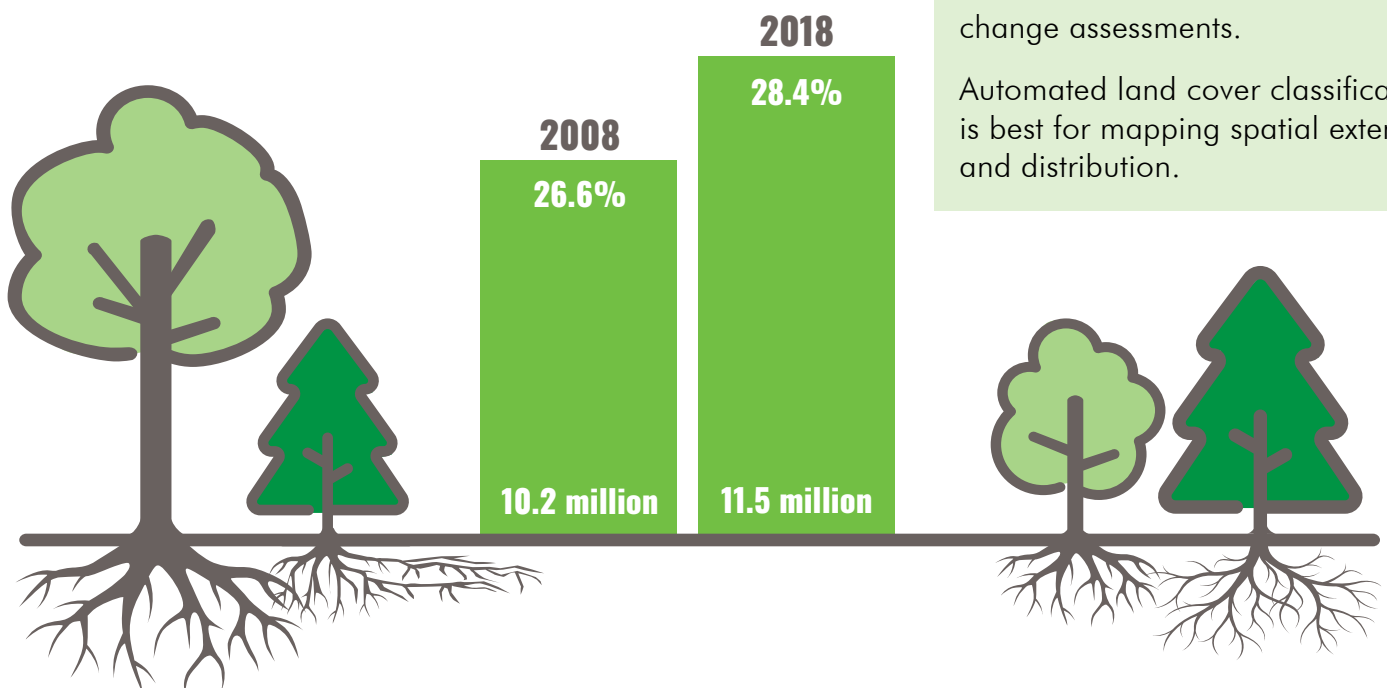
Canopy cover is the area of the tree population as viewed from above.



Leaf area is the total surface area of the living leaves.

Greater leaf area = greater benefits

FIGURE 1: Canopy Cover Change in Toronto between 2008 and 2018



Random point sampling method is best for reliable estimates and change assessments.

Automated land cover classification is best for mapping spatial extent and distribution.

FIGURE 2: Tree Cover Distribution in the City of Toronto



Source: 2018 Tree Cover: City of Toronto Automated Land Cover 2018.

- The structural value of the urban forest was relatively unchanged since 2008, dipping slightly from \$7.1 billion to \$7.04 billion.
 - This change can be attributed to the decrease in total leaf area and tree condition rating, both of which negatively affect structural value and the value of some key ecosystem services.

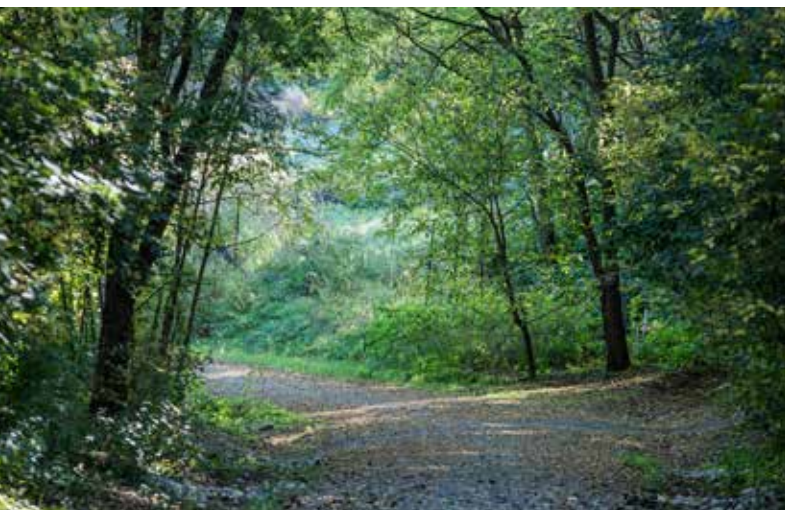
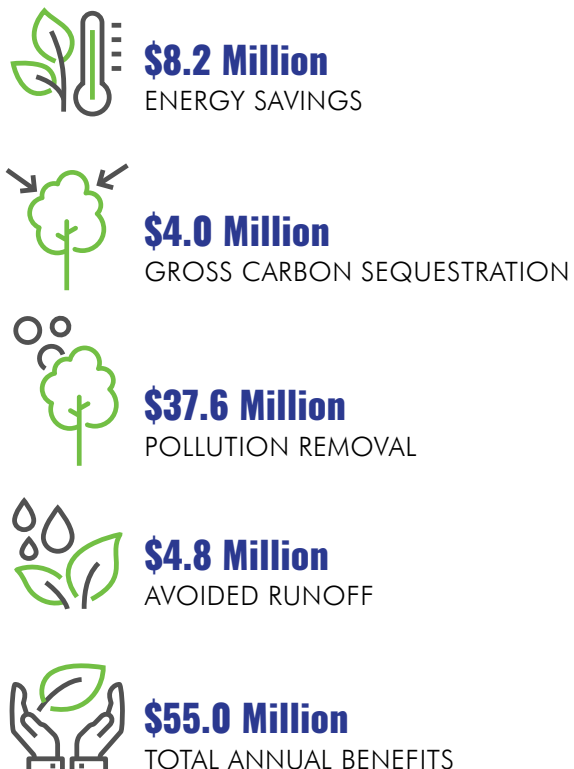


FIGURE 2: Annual Ecosystem Services Provided by Toronto's Urban Forest





Street trees are making a significant contribution to the urban forest.

- Street trees are trees planted within the City road allowance, in turf or specialized planting beds.
- Street tree condition has improved significantly, with a 25% increase in trees rated as good or excellent.
 - This improvement can be attributed to species selection, stock quality, and proactive and newly planted tree maintenance activities.
 - Proactive tree maintenance has reduced vulnerability to pests and diseases, improved aesthetics, increased ecosystem services and property values.
 - Urban Forestry works with other City divisions to maximize street tree success by investing in technologies and practices including the use of soil cells for downtown tree beds.
- Street trees contribute almost 19.4% of the structural value of the urban forest while making up only 5.4% of the population.
 - Street trees provide \$1.363 billion of the total structural value of the urban forest, estimated at \$7.04 billion.
 - Street trees provide \$1.277 million annually in ecosystem services including almost 30% of the total urban forest value associated with avoided runoff.
 - The proportion of large trees (those with diameters above 30.6cm) increased from 25% to 33% between 2008 and 2018 which will result in future increases in ecosystem services.
- The street tree population of Norway maples decreased from 22% to 13.5%.
 - Norway maple is an invasive species that can be particularly destructive to natural areas where it can out compete native species.
 - Norway maples have a large leaf area which means that a decrease in their population has an associated negative impact on ecosystem services.

FIGURE 3: Summary of Positive Trends in Street Tree Indicators

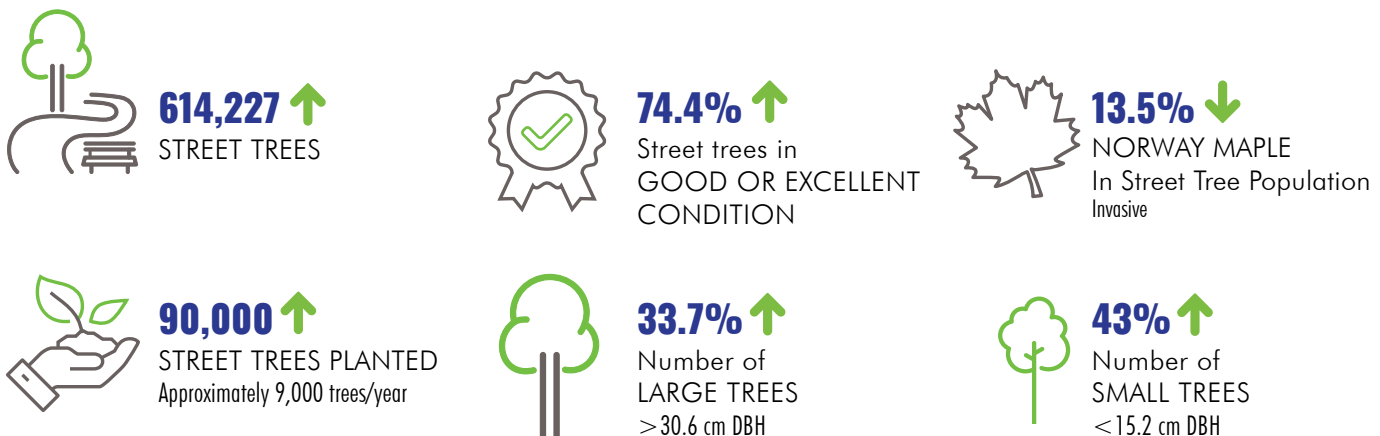


FIGURE 4: Top 10 Species of Street Trees

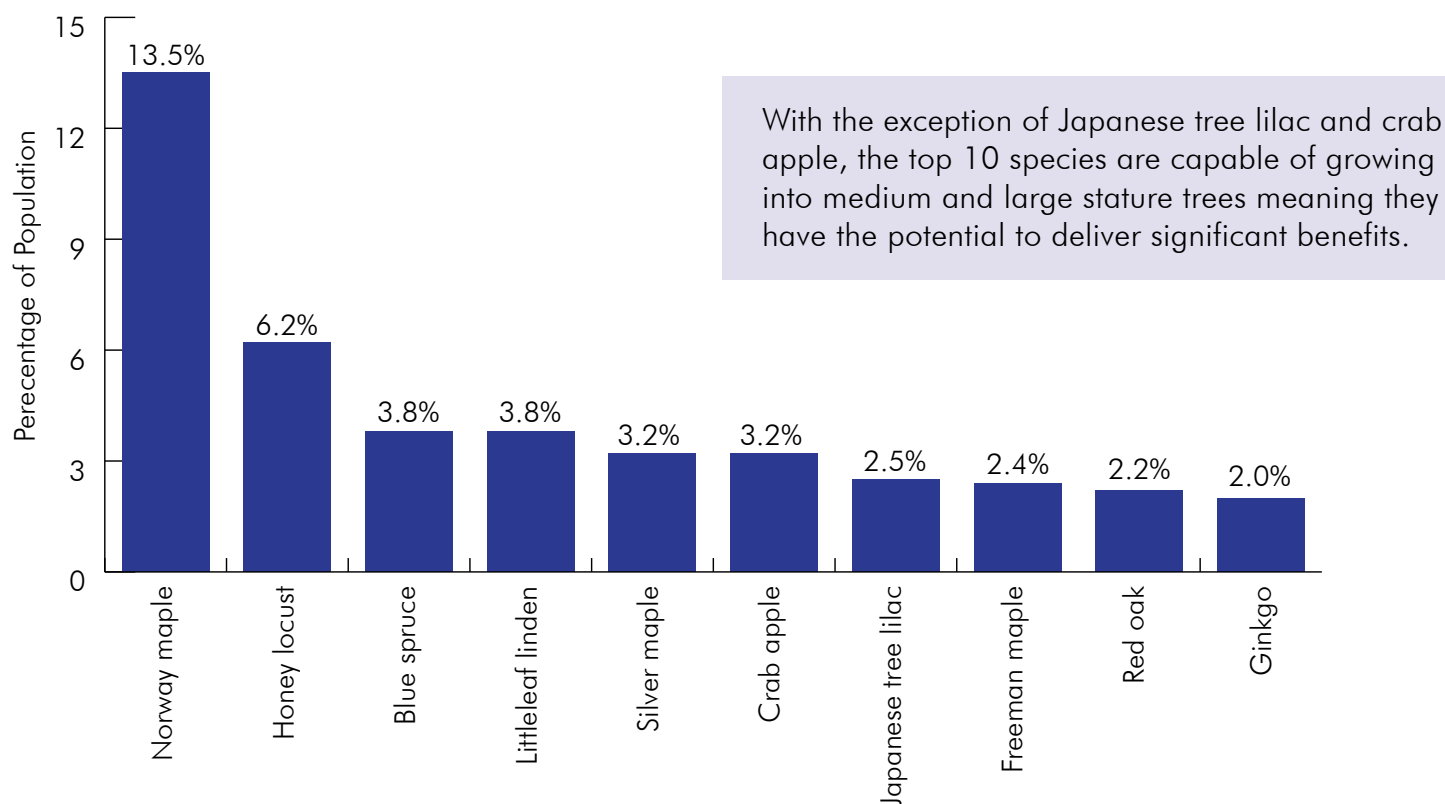


FIGURE 5: Condition of Street Trees

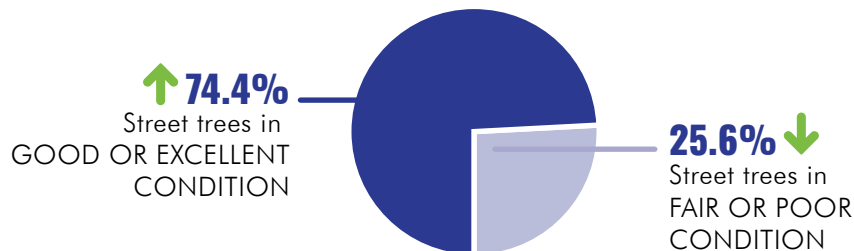


FIGURE 6: Street Trees by Size, 2008 to 2018

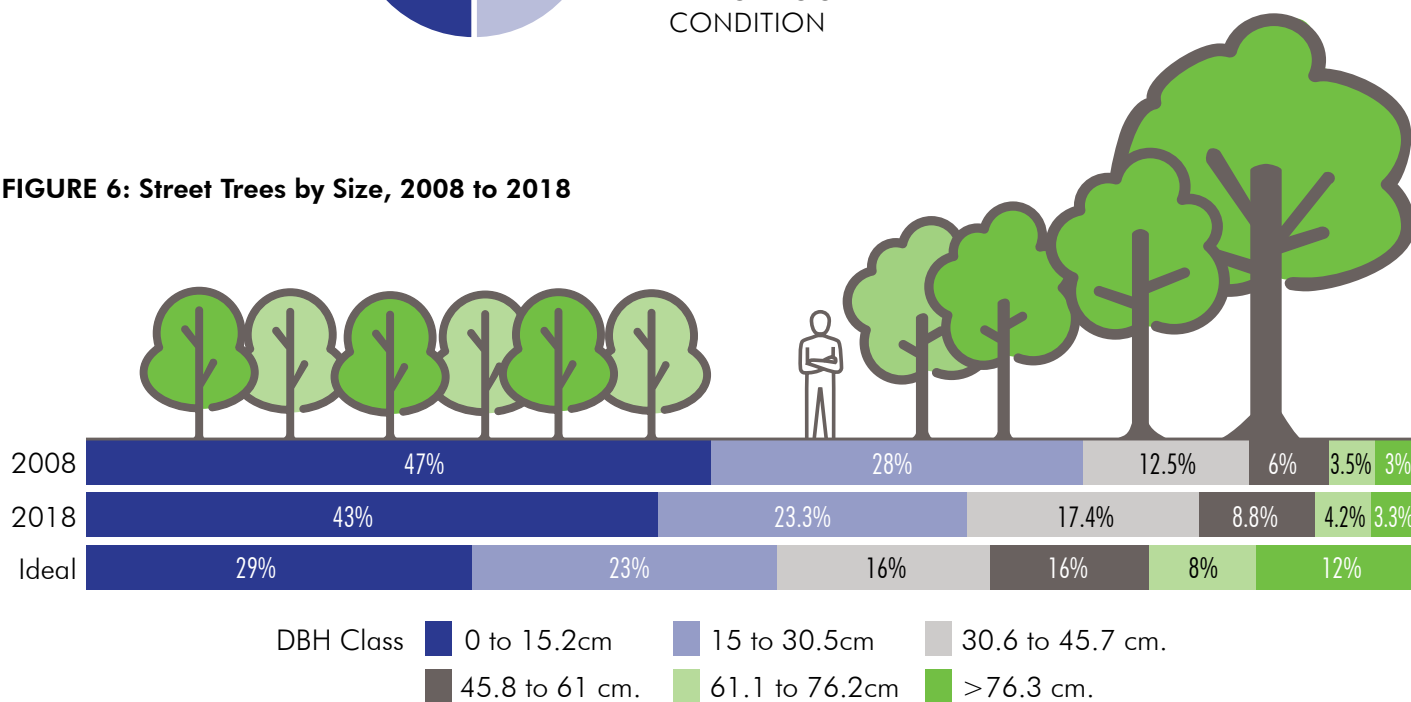
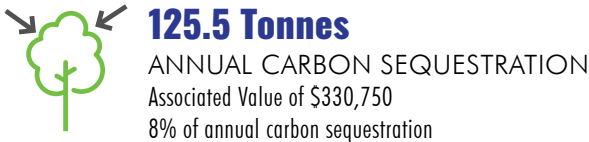
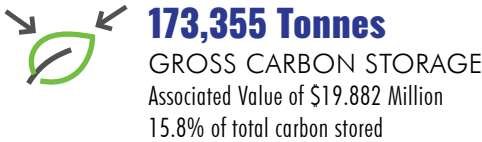


FIGURE 7: Annual Ecosystem Services Provided by Toronto's Street Trees



Toronto maintains a database with individual street trees as point data.

Tree species and size information were used to carry out a benefits analysis.



Structural value is based on the trunk formula method, which is used to calculate the economic value of the physical tree based on its relative size. Additional factors that can influence value include the tree's species, condition, and location.





The composition and condition of the urban forest has seen positive and negative changes.

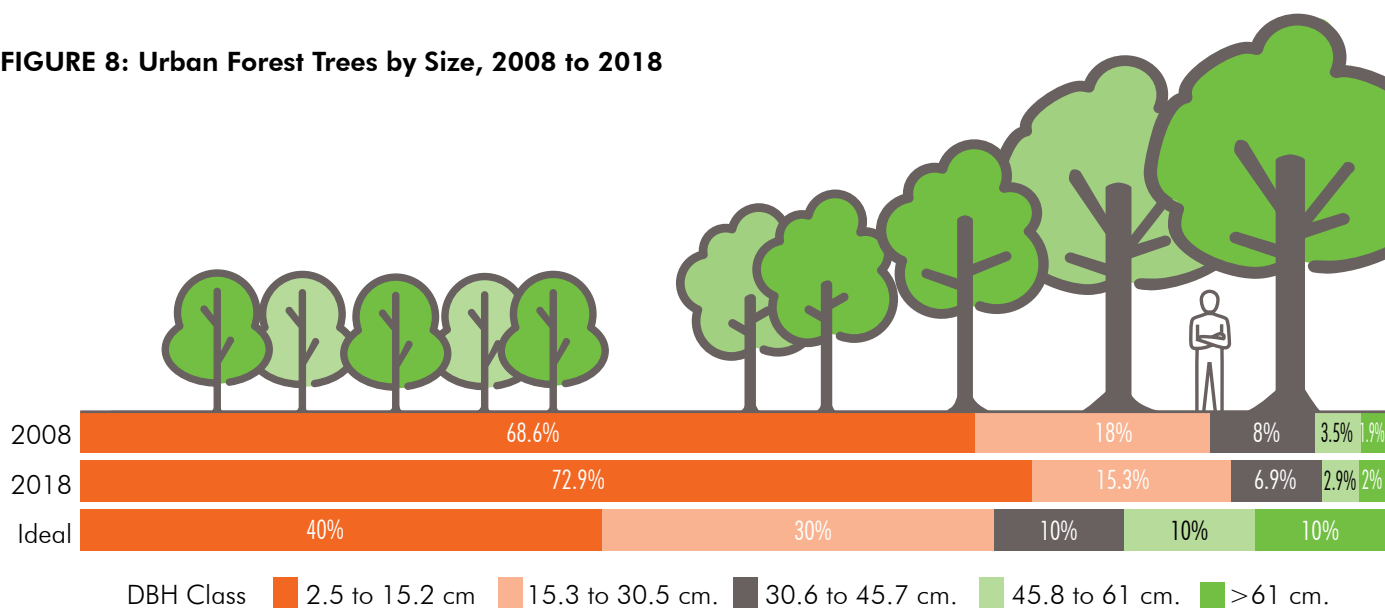
- Species composition has changed slightly with more larger-growing species which will result in future increases in structural value and ecosystem services.
- Native tree cover in parks and ravines remains relatively stable with 70% native tree species.
- 50% of Toronto's canopy is made up of species native to southern Ontario.
- The distribution of trees in the urban forest decreased in all size classes except for smaller trees, those with diameters less than 15.2 cm.
 - This change may be a factor of the loss of mature trees to the Emerald ash borer pest and an increase in annual tree planting over the last 10 years.
 - Approximately 120,000 trees and shrubs are planted on public land each year.
- The overall condition of the urban forest has declined, with 70% of trees rated good or excellent compared to 82% in 2008.
 - This change could be a reflection of the stress of climate change, including the 2013 ice storm, drought and/or heat stress, effects of the Emerald ash borer pest on the remaining ash trees as well as other insect pest cycles such as European gypsy moth.
 - Trees in the Single Family Residential land use category have an above average condition rating, with 79% rated good or excellent.



Tree species distribution, size and condition ratings are based on field data collected at 407 permanent sample plots, established in 2008 and revisited in 2018.

The principle of size class distribution is to maintain a consistent proportion of young trees in the population to maximize urban forest benefits, recognizing mortality is a factor as trees mature. This is key to sustainable and equitable distribution of forest cover across the city.

FIGURE 8: Urban Forest Trees by Size, 2008 to 2018



- About 59% of the carbon stored in Toronto's urban forest is stored by trees in the Single Family Residential land use category.
- Toronto's trees are estimated to provide \$55 million in annual ecosystem services.
 - \$8.3 million per year in home energy savings
 - \$4.0 million per year in carbon sequestration
 - \$37.9 million per year in pollution removal, such as ozone, nitrogen dioxide, sulphur dioxide and particulate matter
 - \$4.8 million per year in avoided runoff
- Invasive tree species increased from 10% to 14% in parks and ravines between 2008 and 2018.
 - The increase in invasive species is not unique to Toronto as the management of invasive species is a concern worldwide.
 - Urban Forestry manages 40 species of invasive plants following best practices promoted by the Ontario Invasive Plant Council using physical, mechanical and chemical control methods.
- Invasive shrub cover more than doubled in 10 years, from 15% to 32.5% in parks and ravines, much of it common buckthorn.
 - Common buckthorn is now the second most prevalent species of shrub in the urban forest.
 - The spread of the common buckthorn was also reported in Oakville's recent 2015 canopy study, increasing from 2% to 10.6% over the 10 year study period.



Native Species

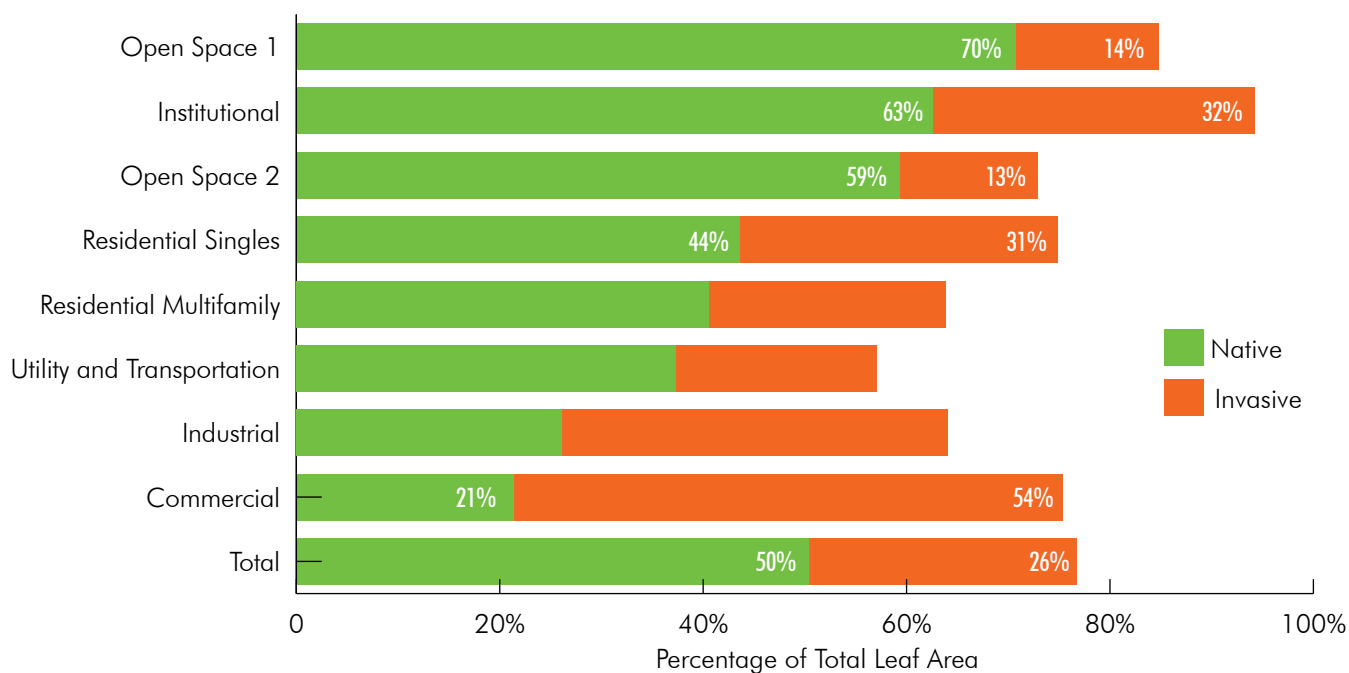
A species living within its natural range that is naturally self-sustaining.



Invasive Species

A non-native species that aggressively out-competes native species and comes to dominate the ecosystem.

FIGURE 9: Native Versus Invasive Species by Land Use



Note: The remaining percentage is made up of non-invasive exotic species.



Impervious land cover is increasing across the city.

- The amount of impervious cover increased across the city by 1.4% over 10 years, from 47.9% to 49.2%.
- Looking back at data from 1999, the 19-year trend shows impervious cover has been increasing (by 3.6%) while pervious cover is decreasing (by 6.9%).
 - This change has implications for stormwater management, water quality, retention of healthy soils, biodiversity, urban heat island effects and the amount of potential planting space for trees.
- The most land area converted from pervious to impervious cover is found on Single Family Residential lands, a total of 349 hectares.
 - By far the greatest amount of available land for canopy growth is found on Single Family Residential lands.
 - Plantable space across the city has decreased by 2% while non-plantable space (impervious cover) has increased by 3%.
 - The change in land cover from pervious to impervious is often permanent meaning that the land would never again be considered plantable space for tree canopy expansion.



Pervious surfaces absorb water that supports tree growth. Pervious surfaces are potential plantable space for new tree planting. These surfaces include tree, grass, shrub, water and bare earth land covers.



Impervious surfaces do not absorb water and do not support tree growth. Instead impervious surfaces increase surface water runoff. These surfaces include buildings, roads and other impervious land covers.

FIGURE 10: Top Three Land Uses with Increasing Pervious to Impervious Cover

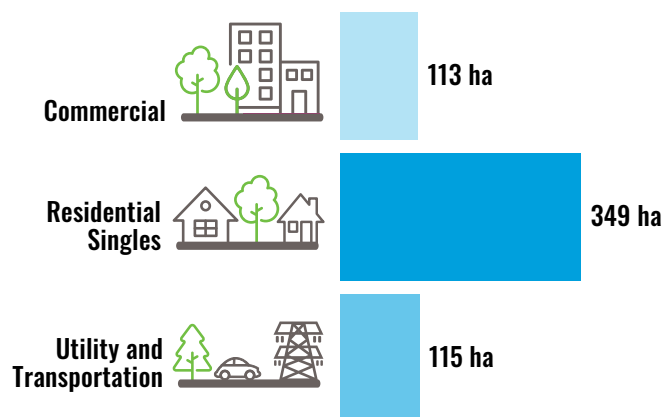


FIGURE 11: Summary of Land Cover Change Between 1999 and 2018

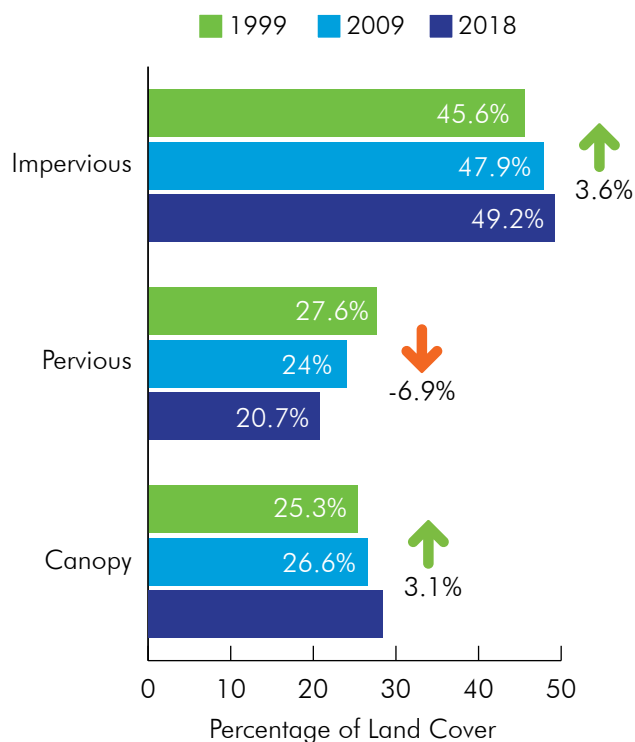




FIGURE 12: Top Five Land Uses for Potential Canopy Growth

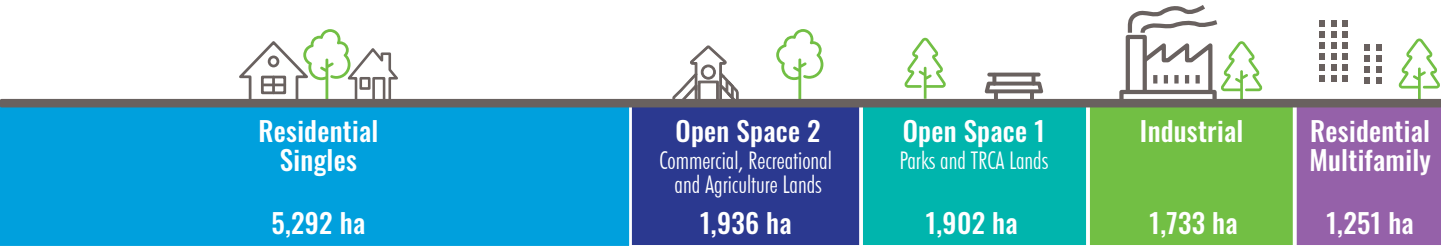
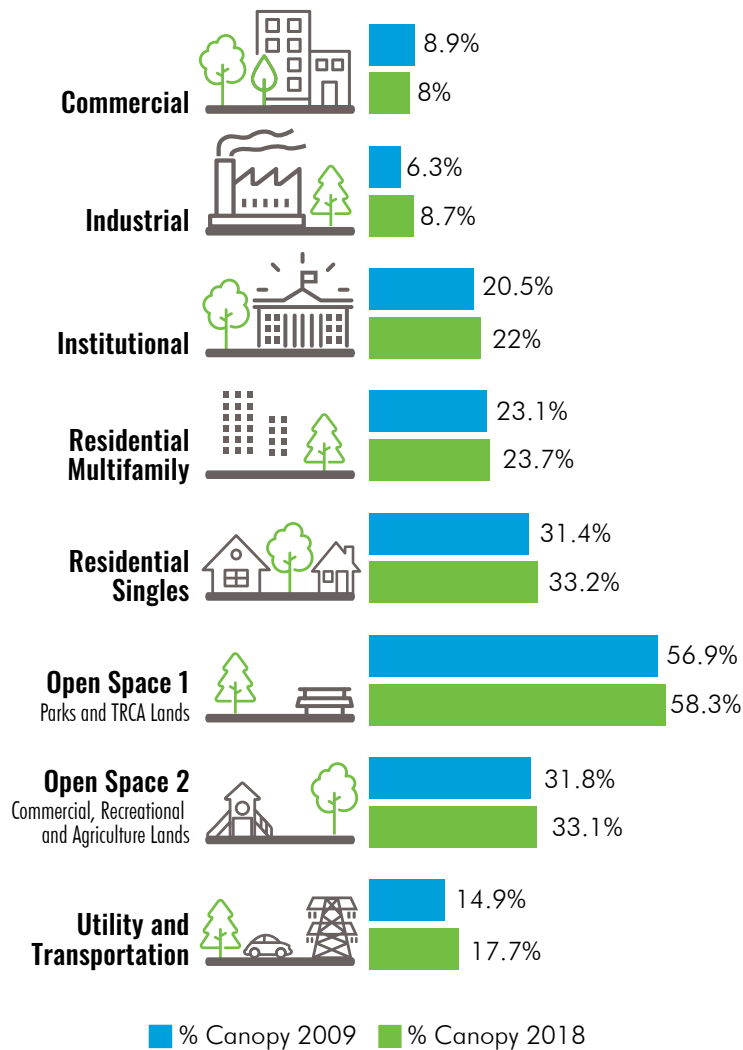


FIGURE 13: Canopy Change by Land Use, 2009 to 2018





GROWING A RESILIENT URBAN FOREST

- Approximately 45% of the urban forest is found on publicly-owned lands.
 - Toronto has planted over 1 million trees and shrubs since 2005. Approximately 120,000 trees and shrubs are planted on public land each year.
- Recognizing that 55% of the city's land area is privately owned, the City initiated a suite of grant and incentive programs to encourage tree planting and tree stewardship on private land. Since 2018, 27,000 trees have been planted on private land through these programs.

WHAT YOU CAN DO

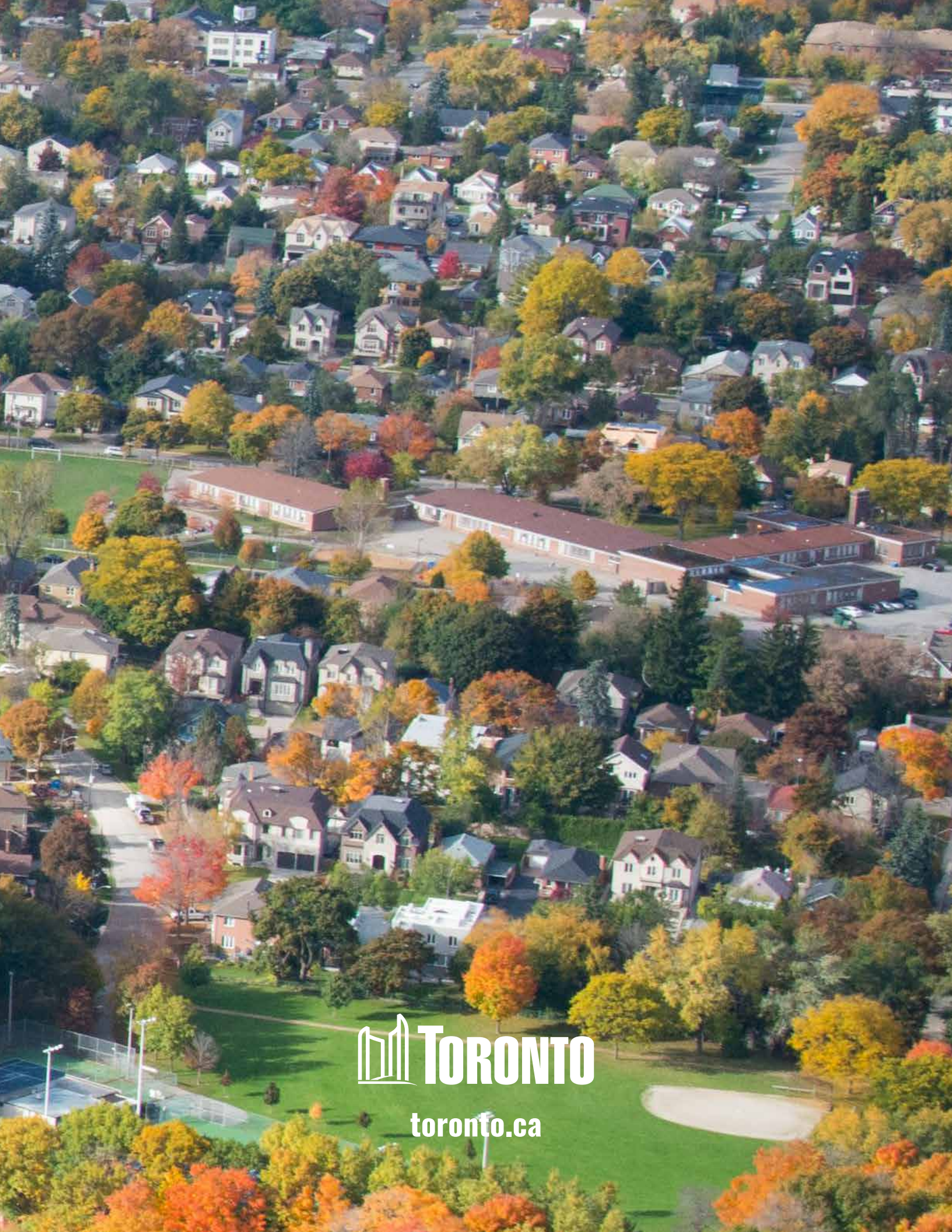
- Consider volunteering to plant and maintain the urban forest by checking out suggestions on Toronto's website.
- Become familiar with Toronto's tree protection bylaws and plan for tree and soil protection at the beginning of any construction project on your property.
- Request that Urban Forestry plant a tree on the road allowance in front of your home by contacting 311.
- When thinking of planting a tree on your property, it's important to choose the right tree for the right location. To maximize the benefits, select a large-growing native species as these trees make the most valuable contribution to the urban forest.

NEXT STEPS

- Urban Forestry will continue to analyze the study data, sharing this analysis with other City divisions and local municipalities to develop potential responses and actions.
- Study findings will inform delivery of current Urban Forestry maintenance and operations activities.
- Urban Forestry will continue to promote the Community Stewardship Program which supports urban forest resilience through community tree planting and stewardship activities.
- Study findings will inform implementation of the second Strategic Forest Management Plan in addition to recommended actions related to monitoring and invasive species management in the Ravine Strategy Implementation.

For more information about Urban Forestry or the 2018 Tree Canopy Study, **visit: toronto.ca/trees**





 **TORONTO**

toronto.ca

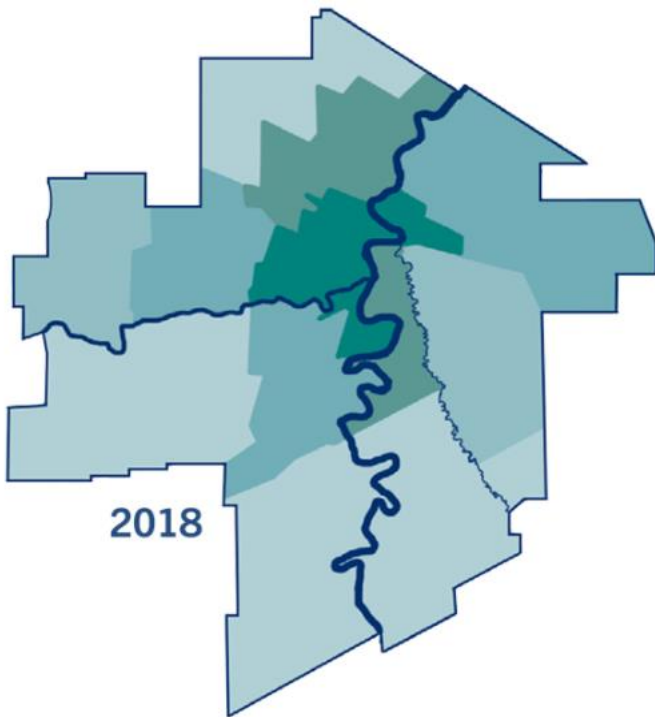


Image UM Rady Centre City Paramedics - Meth Calls 2018

PARTICIPATORY GOVERNANCE FOR WINNIPEG

City of Winnipeg Governance Review Submission

The City of Winnipeg, since 1971, has been a coming together of communities around the junction of the Red and Assiniboine Rivers in Treaty 1 Territory. United Neighbourhoods of Winnipeg (uNOW) initiated in 2019, is building a collaborative network of resident and neighbourhood associations to ensure the City of Winnipeg fulfills its mandate to be a healthy and sustainable city.

unowpeg@gmail.com

This submission to the City of Winnipeg Governance Review is from United Neighbourhoods of Winnipeg, (UNOW). We attempted to gather the input of as many resident associations, neighbourhood groups, and community organizations in Winnipeg as possible for a submission to the City of Winnipeg Governance Review. The submissions are due Feb 19, 2021 only allowed about 2 weeks to design, distribute a survey, review the results, and write the report, all during a pandemic. We targeted Valentines Day, for the survey and we want to show some love for our city.

What is UNOW

UNOW began organizing in 2019 developing a vision and mission, goals, and objective, as well as our own governance structure to bring together and forge unity on issues affecting our communities. Issues driving the group were infill, loss of trees, contaminated sites, and traffic safety. Many neighbourhoods working on issues had a similar experience when bringing their concerns to the city. Organizing stopped when the pandemic was declared. Many resident associations remained active, meeting and addressing issues during the pandemic but UNOW did not meet or get active until this governance review. Organizers saw it as a good opportunity to bring neighbourhoods from across the city together to see how much agreement we can forge across Winnipeg for a more participatory or bottom up governance model that better engages residents and resident groups as stakeholders.

UNOW has identified ___ resident and neighbourhood groups in our city. While there was not time to reach out and connect with all of them. There is a broad consensus from the inner city and downtown, to older shoulder neighbourhoods to older suburbs as well as brand new suburbs, that Winnipeg needs this governance review and we need a more transparent, accountable, and inclusive governance model.

What is Participatory Governance

The models that will ensure this are participatory governance. That employ more participatory planning, participatory budgets and participatory decision making. The methods and tools grow from community development approaches that empower residents to collaborate with city officials and industry to find common ground and solutions to the serious challenges and wicked problems we face as a city.

<https://www.civicus.org/index.php/es/centro-de-medios/recursos/manuales/611-participatory-governance-toolkit>

See appendix for models.

Results Summary

Many resident groups want more meaningful and fair access city decisions and services that affect our lives, and for the city to operate in a transparent and accountable way. The results of this survey will not be shared directly, the results are gaging support for participatory governance to draft a submission to the governance review. For more about participatory governance visit.

This survey had 16 questions using Survey Monkey, with a thumbs up scale, of 1 to 10 thumbs up. One thumbs up shows weak support, and 10 thumbs up shows strong support. Comments were encouraged to show or explain answers, and to indicate disapproval in the comments. The report turns the questions into recommendations showing the average support out of ten with comments from for each listed below each recommendation.

Survey Responses and Recommendations

1. The public and community groups are invited to participate in many public engagement meetings about city plans like this governance review, the Transportation Master Plan, the Urban Forest Strategy, the Density Strategy, etc. This public engagement takes a lot of time but often does not have an impact on the implementation of policy or decisions by Council and administration. **8.9/10 Support new governance structures and methods to ensure public policy guides the development decisions by the City of Winnipeg.**

Comments Question 1

- a) Citizens need more meaningful input into development in the City
- b) Accountabilities need to be built into every plan!
- c) Engagement is too token at current, residents need to feel and be empowered that their input will be meaningfully considered and will actually help shape public policy. Too often consultations feel like they are designed to validate a foregone conclusion.
- d) Glenwood area is seeing ridiculous amounts of lot splits being passed through by mainly Allard and Browaty. Pathetic.
- e) Absolutely support new governance mechanisms that engage more diverse and representative communities and go beyond an advisory role. Public input must be translated into public policy.
- f) I don't even bother engaging at the public engagement events anymore. I wait until they go to council and engage then.
- g) support methods to get public input such as the ones held for the bike lanes
- h) It really depends on what those structures are. e.g. If all the new governance structures had to be in person it would not be acceptable. Or if they had to be virtual it would not be acceptable.
- i) I think that the Office of Public Engagement has clearly done important work improving systems. I wonder how we can build upon that, change governance structures so that the public feedback is actually implemented in decisions?
- j) Yes. Respect is the key - and must be reciprocal. That said, citizens need to do due diligence when they present. neighbourhood councils - that can collate and prepare relevant presentations - with GRANTS from the City to support these largely volunteer efforts are a must.
- k) One councillor in particular, is pro-infill and I overheard a construction businessman ask when they will do lunch together. This bias position works against the residents receiving a fair hearing in appeals. This shows that some council members are working toward their own gains.
- l) Yes, I do. I often feel that consultation processes are just rituals that have no impact on the outcome of decisions made by the city.
- m) City of Winnipeg policies are weak and very few guidelines for implementation of these policies. Urban Forest Strategy.....does it exist or has it never been used. Local urban forest has been decimated by 25 percent and there are more variances looming.
- n) decisions should be made as a group
- o) First the public must have a chance to understand the issues at stake. Town halls with city experts and local councillor would help.
- p) This can lead to the loudest voice influencing the decision and not the best voice or the majority of the community.
- q) Participatory governance structure examples are in the appendix.

2. The mayor in Winnipeg appoints the Executive Polity Committed (EPC). This is like a city cabinet of the Chairs of Standing Committees plus two councillor appointees. Mayor Bowman made an election promise to change this governance structure since it leads to an inner circle on council with non-EPC Councillors having no rights. It also has meant the mayor has huge influence on council since he/she/they can remove people from EPC who challenge them or don't tow the line to give the mayor a majority of votes on council. **8.8/10 level of support for the amending the City Charter to ensure EPC is once again elected by councillors rather than appointed by the mayor.**

Comments Question 2

- a) Mayor is elected by the people, and thus should have majority of power and not the councillors who represents a segment
- b) That Bowman was elected partly on this promise on this matters to citizens.
- c) This model takes the "strong mayor" system to extremes.
- d) This needs to change now! Bowman has realized the convenience of the EPC model in pushing his agenda forward, as have the federal liberals and electoral reform.
- e) However not sure why EPC is needed. Seems to be so many committees which result in a disconnect with the community and people impacted
- f) It is extremely important to divest so much power from the Mayoral-ship and spread the power via election rather than appointment by the Mayor. This will strengthen democracy.
- g) don't support this as thing now stand, the mayor can appoint inner city reps; they get shut out when EPC is done by election
- h) Councillors should elect the EPC members
- i) I indicated a low level of support, since I also wonder about the need for EPC at all. Could that strong mayor/inner circle be eliminated through just having City Council take on the work of EPC? Would like to learn more. Aaron Moore (UW Prof) would be a good resource.
- j) ELECT EPC - get rid of the "boss". model.
- k) I fully support this change in process.
- l) There should be no EPC
- m) Democracy works. Give it a try.
- n) EPC should be abolished and all of council equal.

3. Similar to the consultation on public policy development process, there is currently a disconnect between Winnipeg's city budget and public policy. The budget allocations do not match up with policy goals for Complete Communities, the Active Transportation Strategy, Poverty Reduction Strategy, and many other policies. **8.9/10 support an accountability tools like a budget check-list with policy progress indicators to align the budget with the many city master plans and policies.**

Comments Question 3

- a) Actions speak louder than words, and currently use language that has no connection to our fiscal reality.
- b) The City needs a strategic plan that comes out of a consultation process with goals and targets that are updated annually. (See Vancouver)
- c) Absolutely. The City's Budget must be aligned with policy goals and a budget checklist with policy progress indicators is a sensible way achieve alignment.
- d) support this

- e) Arlington bridge is an example of the disconnect
- f) Policy is policy. It is not necessarily the same as a budget allocation.. A high priority for policy implementation may cost little or a lot. This question is not helpful
- g) absolutely!
- h) Yes. Last year. in 1982 actually - by now we would be efficient in human kindness.
- i) Yes. I believe that accountability tools would actually help busy councillors to keep track of the impact of their decisions on their policy goals. This is not an intuitive process. It takes time, and any strategies that track the alignment of policy goals with council decisions would be most welcome.

4. The current public engagement (PE) methods are weak, often PE does not engage stakeholders in working together to find solutions that actually form the plans for the city. For example, the survey for this governance review asks only for your input into defining the problems it does not gather your ideas for governance solutions. https://engage.winnipeg.ca/governancereview?tool=survey_tool#tool_tab

9.1/10 support improving public engagement methods that ensure more collaboration between community groups, industry stakeholders and city staff.

Comments Question 4

- a) Yes! The most innovative ideas often come from the least expected places, and we need our city to listen and be willing to change.
- b) Yes, absolutely. There must be collaboration between stakeholders, community groups, and city staff in devising solutions not simply defining problems. Problem indemnification is only the first step and insufficient by itself. Community groups, stakeholders and city officials then to collaborate and NEGOTIATE with one another in a solution-focused process. This strengthens the legitimacy of the process and the legitimacy of outcomes.
- c) any efforts for increase public engagement are an improvement
- d) often the public engagement groups feel like lip service
- e) Yes. Also move to more co-creation models, than just consultation. The Newcomer Welcome & Inclusion Policy and Poverty Reduction Strategy are moving in this direction. More on this in this CCEDNet policy resolution: https://ccednet-rcdec.ca/sites/ccednet-rcdec.ca/files/ccednet/pdfs/2021-10_increasing_value_in_programming_policy_through_co-creation_consultation.pdf
- f) Of course.
- g) Yes.

5. The current city public engagement spends millions of dollars each year on consultants, often from outside of Manitoba. These consultants act as intermediaries between the city, residents, and community groups. For example, the contract for this public engagement and governance review is \$175,000. **8.9/10 support at least some these funds staying in Winnipeg communities and going directly to community groups so Winnipeg citizens can let the city know, directly, our experience with city governance and other matters.**

Comments Question 5

- a) Rather than using outside consultants, community leaders and groups can be supported by local professional consultants' skills to provide meaningful input to the City.

- b) I would prefer to build a more robust "in house" engagement department at the City.
- c) Yes! Or at least use Winnipeg or Manitoba-based consultants, of which there are many to choose from.
- d) Of course. It's insulting that we would pay ridiculous amounts of money for in many cases non-resident "experts" and not pay consulting fees to the many community groups with direct knowledge of their own needs. We need to invest in our own city and there are plenty of experienced experts here. Solutions have to be local.
- e) consultants are ok, they can bring in new ideas
- f) grass roots input, ideas and solutions are usually by far the best
- g) The opinions of citizen groups should be heard. This should be addressed in the terms of reference for the consultants. ie. citizen groups should be involved in asking the questions.
- h) This could be a way for a social procurement policy to take effect - RFPs/EOIs could include a community benefit clause even for consulting.
- i) Use local talent - we have brilliant committed minds right here.
- j) All the money should stay here.
- k) Yes. I believe that there is expertise within the City of Winnipeg to provide these services. I imagine that conflict of interest might be a problem from time to time.
- l) yes, although, sometimes it is good to have an outside point of view. Case in point, an outside consultant suggested we put street names not just the route number on our signage to make navigating around easier. This should have been implemented.

6. Before the changes in 1997 there were 29 councillors in Winnipeg with wards half the size. Now Winnipeg councillors represent over 43,000 people per ward in Winnipeg. In Regina this number is about 22,000 per ward. Councillors with large wards have a more difficult time effectively representing all of the people and communities in their ward, they often seem overwhelmed and do not respond to resident emails, requests for meetings, phone calls, and inquiries. **6.9/10 support reducing the size of city wards and increasing the number of city councillors to ensure better access to councillors and better representation.**

Comments Question 6

- a) No, definitely not. The wards are not too big. It would be better to invest in the appropriate support staff required for councillors.
- b) If they actually listened to their area residents I would say yes but not for them to ignore and plié through with personal agendas... we don't need to pay more of them to do that.
- c) Difficult problem, the Councillor for my area does not respond to email unless they are positive (according to her). It will be difficult to make someone a good Councillor if they only need positive media attention to get re-elected.
- d) I am in Ft. Rouge East Ft Garry which includes Wildwood, South Drive, Riverview and....downtown! Ridiculous!
- e) Yes. It is reasonable to assume that the larger populations in some wards will and does lead to difficulties in properly representing people. It's unfair to have such variance so increasing councillors makes sense.
- f) wards are too large: inner city always gets chopped into little bits and attached to suburban areas

- g) two times nothing is still nothing, when it comes to representation of the neighbourhoods' values.
- h) good idea
- i) City councillors currently represent more people than Manitoba MLAs. This does not make it easy for councillors to respond to issues in these large wards.
- j) would need to learn more.
- k) I'm unsure as I'd rather see \$ spent on people/communities not for more salary at city hall
- l) Clearly.
- m) We need great representation first and foremost
- n) Yes. I communicate with my councillor regularly (and the mayor), but do not often receive responses to my emails. This is very frustrating and makes me feel like citizen input isn't welcome and doesn't matter. I must say, however, that my former councillor, Janice Lukes, ALWAYS responded. So the problem of lack of response must be partly the motivation of the councillors.
- o) My worry is the extra costs of a bigger Council
- p) 311 is an issue in governance since access to information and staff with information is so important to good governance. Citizens calling 311 often are not assisted effectively, the issues are not followed-up. For simple things like calling to get a dead deer picked up, the tracking number is given, but weeks later the deer is still there, decomposing, even after repeated calls. And for more complex issues like getting in touch with the right staff on input on decisions affecting our neighbourhood like traffic infrastructure changes to address speeding.
- q) The large size of wards also contributes to the incumbent advantage in a few ways. Large wards require more costs during election which means those already elected with an election organization in place have a large advantage. A few time incumbents retiring from council have been replaced by their assistants who also have the advantage of knowing the councillor is retiring, giving them more time to prepare. This longer window for a councillor's assistant to prepare for the election is a huge undemocratic advantage. The mayor and finance chair prior to the last election also attempted to remove the tax rebate for election donations, this would have contributed to the democracy deficit by further advantaging people with more private personal wealth or more support from wealthy private interests from having a further advantage. Getting private wealth out of politics is one of our greatest current challenges to ensure democracy really is about the will of the people. These are governance issues not addressed in the preliminary governance report for this review. People often focus and personalize their frustration at the lack of response and engagement with their councillor and blame the councillor when it is the structure and demands that make the job almost impossible to do well. Many people then develop a cynicism about politicians in general and think the fewer the better. But the fewer elected officials the less democratic representation. The fact is democracy costs money, and democratic governance take investment of resources. Dictatorial government and autocratic governance structures are cheap, but not democratic, inclusive or participatory.

7. In the governance review preliminary report seven principles of good governance are included:

- ✓ accountability

- ✓ transparency
- ✓ efficiency
- ✓ effectiveness
- ✓ inclusivity
- ✓ impartiality
- ✓ learning

Not included are collaboration and participation as principles of good governance. Participation is different than inclusivity. Participation means active citizens are more like partners in governance, so rather than being merely informed or consulted we are collaborators. This requires better methods of engagement and collaborative decision making that it seems city officials are not familiar with. **8.9/10 support including participation and collaboration as guiding principles for good governance.**

Comments Question 7

- a) We elect representatives but the structure allows councillors outside wards to override a councillor who actively represents their constituents. On the city website it says that councillors are to listen to the public voice which is NOT elected representation.
- b) Absolutely. And I would emphasize the importance of public participation as a guiding principle above all. My own thesis research was a concept analysis of public participation in health governance found that most uses are spurious or contradictory because the term leaves out constituency or community interests and representation as an accountability system, leaves out open negotiation, has difficulty admitting conflict and dissent as indicators of a healthy functioning, does not privilege the interest of those most in peril (the interests of the poor), and is not tied to public policy processes. Sherry Arnstein's seminal article "A Ladder of Public Participation" situated her work in a political dimension necessarily entailing a transfer of power to those without power. Her ladder of citizen participation had 3 general types: 1. citizen power/active participation 2. Tokenism and 3. Non-participation. Most forms of public participation today are token or symbolic forms. Participation must be active about decision negotiating and making. Definitely start by including participation as an absolutely necessary guiding principle.
- c) yes
- d) great idea and meaningful distinction
- e) And co-creation.
- f) This needs careful balancing - rather than a general power push to the hoi polloi - make a structure wherein there is better accountability - bad managers get fired; good managers rewarded BUT the bar of "goodness" is not "efficiencies but the PUBLIC GOOD - humane living for all - health for all - access for all etc.
- g) Yes.

8. The current powers of council include; the budget and by-law creation, staffing and appointing statutory officers. They says noting about a requirement to engage the public in issues that affect our communities. A principle of democracy is people have a hand in making the decisions that affect their lives, this goes beyond voting in an election every few years. **8.8/10 changing the City Charter to add a requirement for meaningful and effective public engagement.**

Comments Question 8

- a) Democracy is not just elections every four years. Democracy includes daily governance of institutions in between elections. It is imperative that the City of Winnipeg strengthens it's Charter to add meaningful, effective, and prudent public participation as the means of creating a culture of participation, otherwise disenfranchised groups can be manipulated and turned against city officials or experts as we see with the COVID crisis where small unrepresentative groups are refusing the authority of health officials. We're in the midst of many crises that cannot be solved without active participation of those most affected.
- b) yes
- c) No. not really. There are many decisions that council makes that either don't need or are not appropriate for public engagement. The other challenge is who gets to define meaningful & effective engagement?
- d) I do not believe that would be a useful statement to put in a city charter. It is too nebulous and too subject to interpretation in ways that could cause conflict.
- e) These people are elected to work for us {the public} and should be held accountable to the public As it stands we are being ignored in decisions being made by public officials. I am referring to the ever present problem of infill.
- f) Yes - but this is also a big ask that needs a good structure of accountability. Get Arthur Shaffer involved; Laurel Repski; Kevin Chief.
- g) Yes.
- h) Every election there should be major issues to vote on that make a huge impact on our communities. Individual votes on issues will give our counsellors a better look at what the voters want. This can be done right at the polls instead of emails and paper communications that people might not even take notice of.
- i) It seems like the residents of neighbourhoods where infill is happening rapidly, have no voice in how these infills should be done

Additional recommendations to improve the work of the Office of Public Engagement include.

The City of Winnipeg has continued a public engagement processes on a variety of issues throughout the pandemic. It is admirable that the business of our city continues, and the public is included however there are a number of improvements in citizen or public engagement that are necessary during the pandemic and beyond. During the pandemic there have been more online methods and no in person methods which demonstrates a willingness to adapt and be pro-active. It is important to ensure as the Public Engagement Policy, approved in 2016, is strengthened by a Public Engagement Framework that we learn from our experience, evaluate the impact of the public engagement so far.

1-Engagement Process Notice Provisions

Currently community groups are notified of a new public engagement process the day it begins. This offers groups no time to do outreach, promotion of meetings or surveys. Currently about two weeks notice is give prior to meetings and the public has three weeks to learn about and review documents, ask questions and receive answers, draft responses with their membership, communicate with members/clients, complete surveys etc.

1-a) Recommendation for public engagement processes to have a 30 day notice period before the beginning of the public engagement process.

Currently various City departments can contract with the Office of Public Engagement, but the Office does not share an annual plan for public engagement. Sharing an outline of planned and potential engagement will allow people and groups to be prepared. To ensure the engagement is built into the communication and community meetings schedules of stakeholder groups. This will enhance engagement and participation.

1-b) Recommendation that the Office of Public Engagement share their annual calendar for potential and planned engagement opportunities by issue and by date.

2-Engagement Document Sharing

Currently members of the public do not have access to power points or other materials prior to public meetings. Since this is public information, often details, and hard to see on a computer screen during an online meeting and it would benefit participation of interested residents could review them prior to the meeting.

2-a) Recommendation to share public information that will be referenced during the public engagement prior to the meetings.

3-Levels of Engagement for Stakeholder Process

The Office of Public Engagement is using the popular 5 levels of public engagement: Informing, Consulting, Involving, Collaborating and Empowering as part of its policy. However so far there has been little engagement beyond the level of consultation. Engagement methods at the individual public level are suitable at the consultation level but community organization and other stakeholders must be engaged at the collaboration level where real grappling of the complex issues and their solutions that face our city are not only discussed but methods are used to find common ground, and agreed to strategies. And that these engagement processes lead to decisions this requires staff in the office of public engagement training, experience, training and expertise in adult education, superior skills in facilitation and dispute resolution, including process design for finding common ground. Working on document to share with the OPE. Show book for staff and the consultants who are hired.

3-a) Recommendation a stakeholder policy must be developed that recognizes the power imbalance of current city influence between various stakeholders and the engagement process must level this imbalance of power by ensuring equal access to information and resources.

4-Engagement Methodology

Engagement is about inclusion and participation in the decisions that affect us in our community. Engagement methods must ensure inclusion of marginalized people and groups who may have issues with English and French as official languages, and additional languages for people who are new to Winnipeg and EAL or access to a computer or transportation to attend meetings, or education to understand the documents and issues.

4-a) Recommendation Office of Public Engagement **use methods to seek out the input of groups who** have barriers to participation. And support community groups to do this outreach and engagement.

Engagement methods that offer opportunities for dialogue and questions are preferable. Recent research also suggests that solutions focused messages rather than problem focused messages are more likely to engage and promote action.

4-b) Recommendation generating solutions and discussing solutions to interconnected issues is important in community engagement.

Engagement methods like surveys and questionnaires can have inherent bias, leading questions and assumptions that make them problematic for finding solutions to complex problems. These methods of engagement unnecessarily and unrealistically force the public to prioritize values, issues and services against each other in a way that sets up false dichotomies or false choices in municipal services and urban development.

4-c) Recommendation surveys and questionnaires are reviewed by stakeholder advisory groups prior to distribution to the public to reduce the chance of bias, assumptions, and polarization, etc.

4-d) Recommendation the Office of Public Engagement focus on developing engagement tools that are open ended and allow for the generation and contribution of ideas and solutions.

Public engagement does not replace research and is not about the majority opinion or majority rules. At a recent meeting a member of the public claimed that because more Winnipeg residents drive cars for transportation that this means vehicle infrastructure should continue to have the priority for funding, and investment. This is incompatible with the realities of the climate crisis and stated public policy at all levels of government. Asking for public input on issues they know little about and using this to guide public policy will take us down a road we don't want to go down. Some things are not a matter of opinion.

4-e) Recommendation public engagement requires methods like deliberative polling which inform and educate members of the public with research evidence and context about the issues before they are polled.

5-Accountability to City policy based on public engagement

Many of the current public engagement opportunities in Winnipeg have been about master plans and visionary documents like Our Winnipeg that often are ignored during the budget making decisions at Council. This often makes the hours and weeks of public engagement seem like a waste of time and money. Council must be bound to public policy and tools, methods for this accountability to the public are required as part of the process.

5-a) Recommendation for a budget check-list that shows public policy in each budget area and the cost for those policies must become part of the budget process. A similar by-law and motion check-list can come with motions to Council so it is clear when they are making decisions whether those decisions are inline with policy or in violation of their policy.

6-Partnerships and Transparency

Not for Profit groups, resident associations and other community based stakeholders require some infrastructure to participate effectively in public engagement with municipal government. Winnipeg used to have a Resident Advisory Group structure prior to the current Winnipeg Charter. Other

municipalities have similar structures. Winnipeg has a variety of resident and community groups at the neighbourhood level that work on everything from trails, gardening, libraries, recreation, etc.

6-a) Recommendation funds for these groups to engage well are required.

6-b) Recommendation the policy must include partnership guidelines for working with resident groups that includes some of the recommendations here and a terms of reference for engaging and working well with community groups.

9. The interim governance report in "areas of opportunity" (for improvement) includes 7 areas.

- Strategic Plan
- Flow of information / recommendations to Council
- Development application review process
- Mayoral appointments
- Council orientation and training
- Elected official requests for information
- Ease of access to information on Council budgets

Missing is how the city enforces its policies, in particular planning policies and strategic plans. **9.2/10 support adding policy and budget alignment and coordination, implementation of master plans and tracking progress on policy goals as a key area for the city to improve.**

Comments Question 9

- a) Yes!
- b) Yes.
- c) thanks for this. Only those with an inside view of city hall even know this!
- d) I am not well enough informed to answer this question. "Enforcement" is a problematic word for implementation of policies and plans.
- e) the city currently does not have the muscle to enforce its policies, guidelines etc.
- f) Of course - required.
- g) Yes.
- h) Theoretically I support but in practice I fear that enforcement involving fines might disadvantage groups of people and yet enable bullying groups—very tricky balance.
- i) absolutely, more transparency is needed.

10. The interim governance report indicates The City of Winnipeg Charter Act is the primary provincial legislation governing the City of Winnipeg. It establishes the general purpose of the city:

- To provide good government for the city
- To provide services, facilities or other things Council considers necessary for all or part of the city
- To develop and maintain safe, orderly, viable and sustainable communities
- To promote and maintain the health, safety and welfare of the inhabitants.

4.8/10 think the City is in compliance with these governance goals, and is meeting its mandate, in particular to provide good government, maintain a healthy safe city for all inhabitants, or maintain safe, sustainable communities.

Comments Question 10

- a) I think they are particularly weak with regards to #3 & 4!
- b) My experience with Parker Forest exposed the reality that the city admin does not follow and/or enforce charter rules and protocols and all processes resulting from the charter.
- c) The City is not meeting this mandate as is.
- d) there needs to be better collaboration between the Province and the city
- e) Health & Safety concerns re: old Springfield garbage dump (now Kilcona Park). City dumped hazardous materials in a dump licenced for only "non-hazardous material", then stopped checking for those hazardous material in the neighbours' well water. Then the province placed responsibility for hazardous materials leaking from all garbage dumps, onto the dumps' neighbors.
- f) we need to work on our huge issues with poverty, addictions, racial tensions, safety and homelessness
- g) As good as the province is in compliance with its governance goals.
- h) Our city continues to focus on outward expansion, rather than taking care of currently existing communities.
- i) They do a good job but improvement is always possible and an opportunity
- j) The number of dispossessed - through systemic poverty and racism and othering is NOT being addressed - and could easily be remedied by involving the communities from which the dispossessed come. Get Sel Burrows.
- k) I'd say the goals are only partially achieved. Of course, they are so linked that if the city falters in achieving one goal - e.g. good government - the negative impact on other goals is immediate.
- l) To some extent they think that they are accomplishing these tasks very well. We are now a city closing in on a population of 900,000. There needs to be an increase to use public groups that can help with safety and more community based input to address each community's needs.
- m) Huge gaps in public health and in support for public parks.
- n) No.

11. The interim governance report does not seem to address the experience of many Winnipeg citizens who attend hearings with bodies like the Board of Adjustment for zoning variances, development proposal approvals, etc. including appeals. Often decisions are not followed and approval requirements for development are not followed, the buildings are not built as required. **9.0/10 support for the governance review to ensure more transparency, accountability, effectiveness, etc. in this area of development approvals and appeals by the Board of Adjustment and other bodies.**

Comments Questions 11

- a) That should all be administrative and not council governance issues. Having clear lines of delegated authorities & discretion is important. It doesn't appear that is done very well.
- b) Yes! All of this is so frustrating!
- c) Hell to the yes!!!!!!
- d) I support the governance review to ensure more accountability. City operates like a secret cabal of insiders. This is bad for the long term viability of a city.
- e) definitely support this as citizens find the in/out process into these bodies is confusing; un-elected people end up making decisions that affect neighbourhoods
- f) developers and business seem to always get their way -- and their profits

- g) In terms of zoning variances the meetings appear to be transparent. It is the decision that people disagree with. The way to change this is to have more community member involvement in neighbourhood planning and local guideline development.
- h) I'm not sure.
- i) Required for meaningful compliance.
- j) sorry, I don't understand this question.
- k) I support this.
- l) Residents are ignored in the appeal process. Some city councillors even bully residents in the appeals.
- m) All of the above bodies do as they will. Very few public requests are passed or even addressed, or they are addressed and dismissed over and over again.

12. The interim governance report does not address the fact that the current legislative framework for Winnipeg's exempts the city development from requirements for environment EIA and health impact assessments HIA. For example, a bridge requires an environment impact assessment but building an entire new sub-division, which will require more roads, and other infrastructure does not require an EIA or HIA. The full cost accounting of development is not happening, and there are assumptions in the formulas for property taxes and frontage levies that are not part of this review but have a large influence on how our city will grow and develop. **9.2/10 support ensuring this governance review addresses the governance of these fiscal issue of ensuring money invested into infrastructure and developments is based on evidence and not assumptions, and having fully assessed social, health, environment and economic impacts prior to approvals or funding for development in the city of Winnipeg.**

Comments Question 12

- a) Not sure if this work belongs in a governance review, but it definitely needs to be done.
- b) Yes!
- c) YES
- d) Yes absolutely I support the requirements of an EIA and HIA's for developments. What's the point of having these tools if we're not going to use them? More importantly, they are accountability mechanisms for the public good. There's no public good by exempting the City from these requirements. Again, the result of the exemption is less democratic legitimacy.
- e) this issue needs to be addressed as existing older areas of city end up subsidizing new developments
- f) especially where new developments place higher tax, and development expense costs on existing homeowners
- g) wow, I didn't know that either. This is very educational and informative (small typo in line 2: 's)
- h) Required.
- i) Yes.

13. Research comparing cities in Canada, showed Winnipeg, with its new four year budget, has the least public engagement and input into the budget process of any city in Canada. This past December the \$1.25 billion budget, with a \$7 billion infrastructure deficit was passed in 15 business days, with no draft budget presented to the public or non-EPC councillors for review. **8.7/10 support amending the City of Winnipeg Charter to require a participatory city budget that engages all stakeholders in an effective**

process along the lines of the Brazilian model? <https://www.jstor.org/stable/27733620?seq=1>
<https://www.tandfonline.com/doi/full/10.1080/19463138.2019.1570219>

Comments Question 13

- a) I agree to the principle, however I have not read the reference so wish to remain neutral on the Brazilian model.
- b) YES!! This may be the single most important issue here. Such participation encourages much more buy-in from citizens because they see that they have effective input rather than the mere lip-service Winnipeggers have now.
- c) I think for sections of the budget, but maybe not the entire budget.
- d) Yes. This year's engagement was a sad farce. We need to do better.
- e) YES
- f) Absolutely I support a participatory budget! The City would do better to have buy in from Winnipeg residents.
- g) I would rather see an outcome based budget, see: City on the Line by Andrew Kleine
- h) budget process does not work well
- i) I support sharing the information...but the Brazilian Model should not be adopted in whole--just the applicable parts.
- j) I was not aware of that either.
- k) If every stakeholder is involved in a budget development it is unlikely to be effective or efficient. We have a representative democracy. It is the responsibility of our councillor to represent our interests and to participate in the budget development. Are other cities more effective? What do they do. Is Brazil a good example of citizen engagement given their approach to the COVID-19 pandemic.
- l) Too much work for this survey.
- m) Yes.

14. Integrity commissioner role is to ensure councillors follow the code of conduct and operate free of conflict of interest, bribery, or influence peddling. There has been a concern that industry and people with deep pockets have too much influence on council decisions. Governance changes here may have implications for election financing rules. **9.3/10 agree that the integrity commission's role as well as other governance structures and policy needs to be improvement to ensure that all stakeholders have transparent access to councillors and election donors, or powerful interests don't have increased influence on city decisions.**

Comments Question 14

- a) I think that campaign finance reform, and disclosure of all donors during the campaign, needs to happen. I am not sure if campaign finance reform would fit under a "governance review" umbrella.
- b) YES
- c) Need clear criteria for decisions to avoid the appearance of conflict. For example, the test for a variance in Winnipeg (bias towards developer) is unique and different from anywhere else in Canada. See Edmonton's report, https://www.edmonton.ca/city_government/documents/08NotificationsAndVariances.pdf

- d) Yes. Cynicism and hatred breed when only well funded special interest groups get their way; This is corrosive to democracy, to citizens trust in officials, to our physical city itself (notice the underdevelopment of inner cities to suburban areas?)
- e) Yep, tired of feeling like lobbyists are respected "partners" when in delegation, while us volunteers are often treated with disdain & dismissed as extreme/fringe/minority 'special interest group'
- f) a few typos in this one, perhaps it's too late to edit them :)
- g) I do not know the role of the integrity commissioner. It should have some teeth and greater acceptance by the mayor and councillors.
- h) Yes.
- i) yes definitely! I have observed this conflict of interest/bias personally!
- j) Undue influence by powerful interests has been part of this city's problem since its beginnings. This is a huge problem that needs to be effectively addresses.
- k) The Integrity commissioner has not felt it necessary to discipline any councillors in the last 4 years.
- l) Put a cap on donations to candidates in municipal elections.
- m) Corruption is a huge problem, as the current administration operates like they don't answer to public.

15. Prior to the 1997 City Charter there were Resident Advisory Groups that worked with Community Committees in Winnipeg. Other cities have municipal support for resident associations.

<https://tango.to/> Research on what is required for sustainable communities shows that structures such as this for grassroots public engagement are needed to support and drive the shift to sustainable, healthy communities and action on climate and equity. **9.2/10 support for resident advisory committees and a governance model that includes support for resident, neighbourhood, community associations.**

Comments Question 15

- a) Yes - but these associations need more support from government to be able to exist, function and serve their communities.
- b) RAGs would be better than our current system. Example of Councillor support in our area, "The failure to for council to recognize the importance of green space in the City can be demonstrated by examining a decision made a recently committee meeting. At the Committee on Property and Development, Heritage and Downtown Development, a property that was being used as a parking lot came up for a declaration of surplus, and residents from that community requested that lot become a park. That area's councillor stated during the committee meeting, "My ward residents would want me to say this, that the highest and best use would be a park, that is what they would want me to say, and so there you have it Madame speaker.... But like many of the surface parking lots in Osborne City, it does not reflect that vibrancy of the neighbourhood, the greening of the neighbourhood and so Madame speaker, I want to state that I am supportive of this declaration of surplus of City owned property located at 145 Osborne St." Osborne Village covers 231 acres (93 ha) and has a population of approximately 12,745, making it the most densely populated neighbourhood in Winnipeg, and using the WHO standard, it should have a minimum of 19 hectares of green space; it has less than 4 hectares of green space. One hundred forty-five Osborne Street will now be sold to a

property developer. This interaction demonstrates the need for targets to be met on a yearly basis because simple need and community health is not enough to motivate Council to make decisions that will “promote and maintain the health, safety and welfare of the inhabitants.”

- c) Maybe. Maybe if the parameters are set very tightly. The challenge is that all communities are not created equal, and a lot of times it is to the few who show up. Why would the 20 people who show up at a resident's association have such a greater say? I believe there be dragons going down this route.
- d) I totally support resident advisory committees, and a means for neighbourhood and community associations as a logical starting point for public participation in city governance. Financial and perhaps logistical support to existing local apparatuses makes sense, and connect to policy apparatus, to decisions. So information is two way, from the ground up and from up down, with some shared power in problem and solution identification and shared decision making on actions.
- e) I was on a resident advisory group and it really did not work all that well. Appointees were non non-partisan and there was a lot of fighting.
- f) We do not know what a resident advisory committee is. This sounds like another level of governance with another layer of bureaucracy or support required. Citizen advisory groups should be able to get support, including financial support from their councillors on an issue by issue basis.
- g) Manifest it and changes and stability will come.
- h) Total support.
- i) The closer a governing body is part of a specific community, the better that community is governed and reflects what the people want in that community.
- j) Resident groups need training and practice to work well. The skills in effective respectful discussion, fair and collaborative decision making, conflict resolution, volunteer coordination, community organizing are learned through getting involved and through training programs.
- k) In many Cities in Canada resident and neighbourhood groups receive funding, like community clubs and other groups. There are program and structures Winnipeg could learn from. The reality is healthy communities have engaged citizens.

16. What comments would you like to add? What issues did we miss?

- a) As a published author and professor of creative writing, I'd like to see recognition of the role that the arts can play in re-envisioning how a city might be governed and how the arts play a vital role in contributing to vibrant, healthy, sustainable communities. They can also play a role in fostering citizen participation. See International Centre of Art for Social Change at Simon Fraser University, icasc.ca
- b) Criteria used in Winnipeg for approving variances is different from anywhere else in Canada. This leads to anger with the City and poor decision making that adversely affects the community.
- c) Facilitators of Resident Advisory Committees or Health Advisory Committees should be trained or predisposed to handle conflict and dissent as normal, natural and indicative of a healthy democratic culture. Techniques to control expressions, tone, and substance can be stifling to the exchange of ideas and the building of group solidarity/commonality of purpose.

- d) How does the city charge-back a company who provides an obviously flawed report? There seems to be no responsibility for poor/improper recommendations and improper costing, of unneeded options (that cater only to special-interest groups).
- e) great job!
- f) The questions are too complex to answer in a simple survey. Some also required a significant degree of knowledge in a very specific area of city operations.
- g) Loss of all trees on properties to infill
- h) Green space in City land use planning: take back the green space - prioritize it over development.
- i) I appreciate having input, thank you
- j) counsellors need to drive through the city's residential areas prior to variance and appeals hearings so that they see firsthand what the issues are and do not just rely on limited Google maps views when making decisions on residential building hearings.
- k) Limitation on the number of times the same person can hold the office of councillor.
- l) Unprofessional conduct in meetings by city councillors.
- m) Most of the City Council should be replaced.....
- n) Urban forestry conservation a must.
- o) public service more transparent with councillors
- p) Bylaws that protect trees on private property are needed.
- q) City is not accountable for decisions they make. IE sewer in rivers, parking rules and infrastructures
- r) the city needs to come up with a green plan
- s) There are no term limits for the Board of Adjustment members and there needs to be term limits set for sitting on the Board.
- t) Should a Councillor or city department representative be obligated to at least provide a read receipt for questions asked?
- u) We greatly appreciate the tireless efforts of our Neighbourhood Committee to address concerns in our neighbourhood.
- v) Issues with old infrastructure that cannot support infill housing
- w) City Planning Department - inspectors, permits. What a disaster. Inspectors seem to make requirements up as they go along. The process at Oak Table is one example. Ridiculous.
- x) City seems to be bogged discussing issues which have been dealt with before!
- y) Development of old, derelict and commercial buildings in Winnipeg.
- z) Climate resilience and public health must be considered for every new development involving housing.
- aa) Parking issues due to infill
- bb) Use as many volunteer organizations that you can. Cost = 0 and they usually know what their community needs best. Unity
- cc) More support for Winnipeg Animal Services.

Examples of governance gone wrong

Somerset School – Across from the HSC it is a heritage school that community was trying to save for housing and a child care centre. Groups were told it was going to be a pharmaceutical company office building, and that a lot of jobs were at stake. It is now a Shoppers Drug Mart with a large parking lot.

Home Depot on St. Anne and Bishop Grandin – Over 20 units of Manitoba Housing were demolished to make parking lot for the new Home Depot. The tenants were moved out.

Atwood Street infill housing – One developer put in a proposal for about 20 homes and were given a number of requirements like a front street, back lane, etc. that added costs making the development unviable. The company withdrew the application and the next day another company submitted the same proposal and were not given any additional requirements. They got the land and built the homes. The first developer felt they had no recourse, if they took action, there would never get any land in the city again for housing development.

Neighbourhood Groups participating

1. Bourkevale
2. South Valour Resident's Association
3. Luxton Residents' Association
4. Corydon Osborne Resident Assoc.
5. Luxton Neighborhood
6. West Alexander Residents Association Inc.
7. Robertson-Mynarski Resident Association
8. Norwood Flats Residents Association
9. Little Mountain Park Conservancy Group Inc.
10. West Broadway Community Organization
11. Glenwood Neighbourhood
12. Glen Elm Neighbourhood Association
13. Fort Richmond/University Heights Neighbourhood Association

People from other neighbourhoods responding

1. St James
2. Chalmers
3. Elmwood
4. Old St. Vital
5. Wolseley
6. West End
7. Maples
8. Niakwa Place
9. Ft. Richmond
10. Area B of Waverley West
11. Harbourview Neighborhood Association

Community Organizations

1. Bike Winnipeg
2. Parker Forest/Wetlands Reclamation
3. Safe Speeds Winnipeg
4. OURS – Outdoor Urban Recreation Spaces

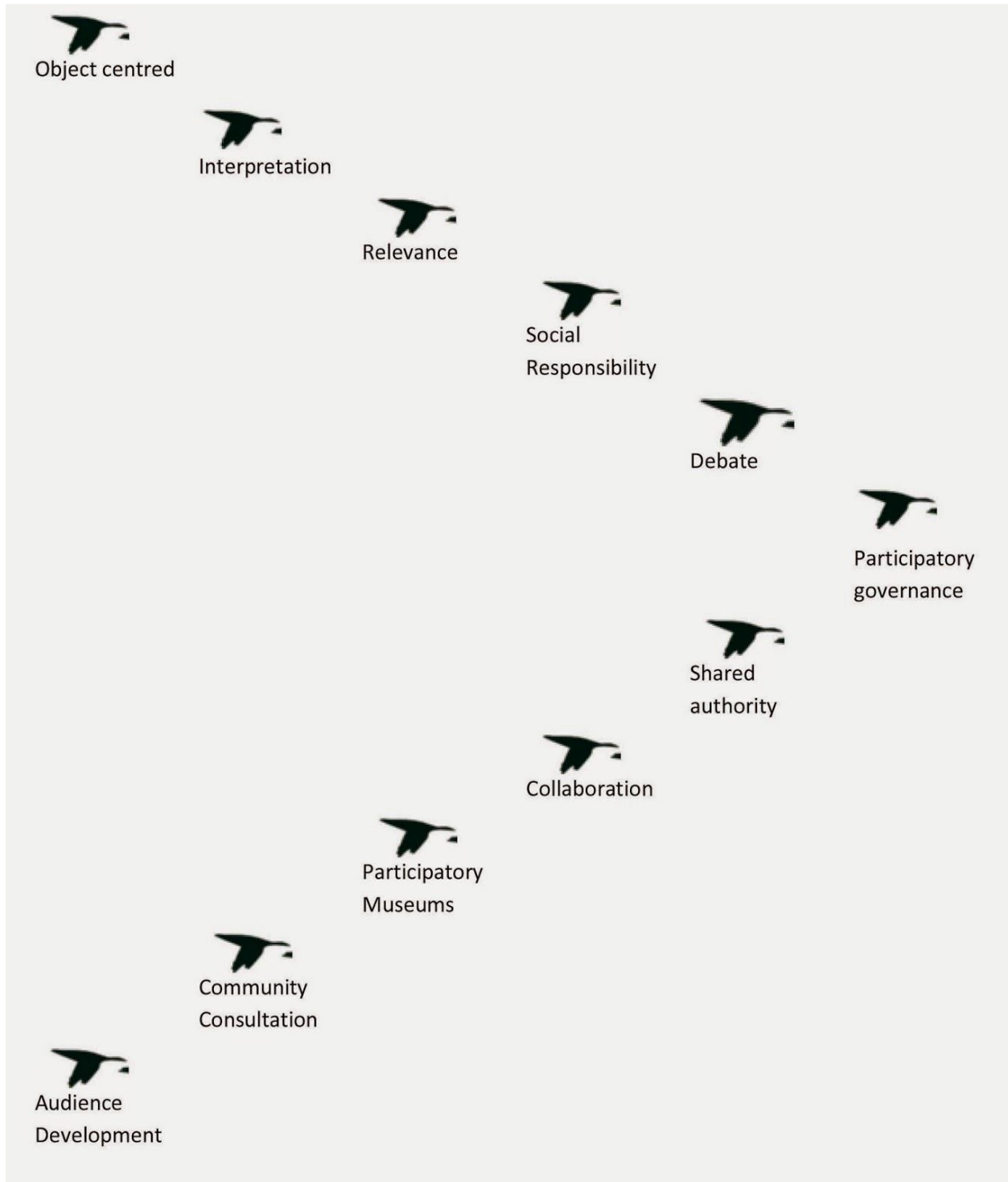
Individual

Lorna Paulette Parashin

Appendix - Participatory governance models

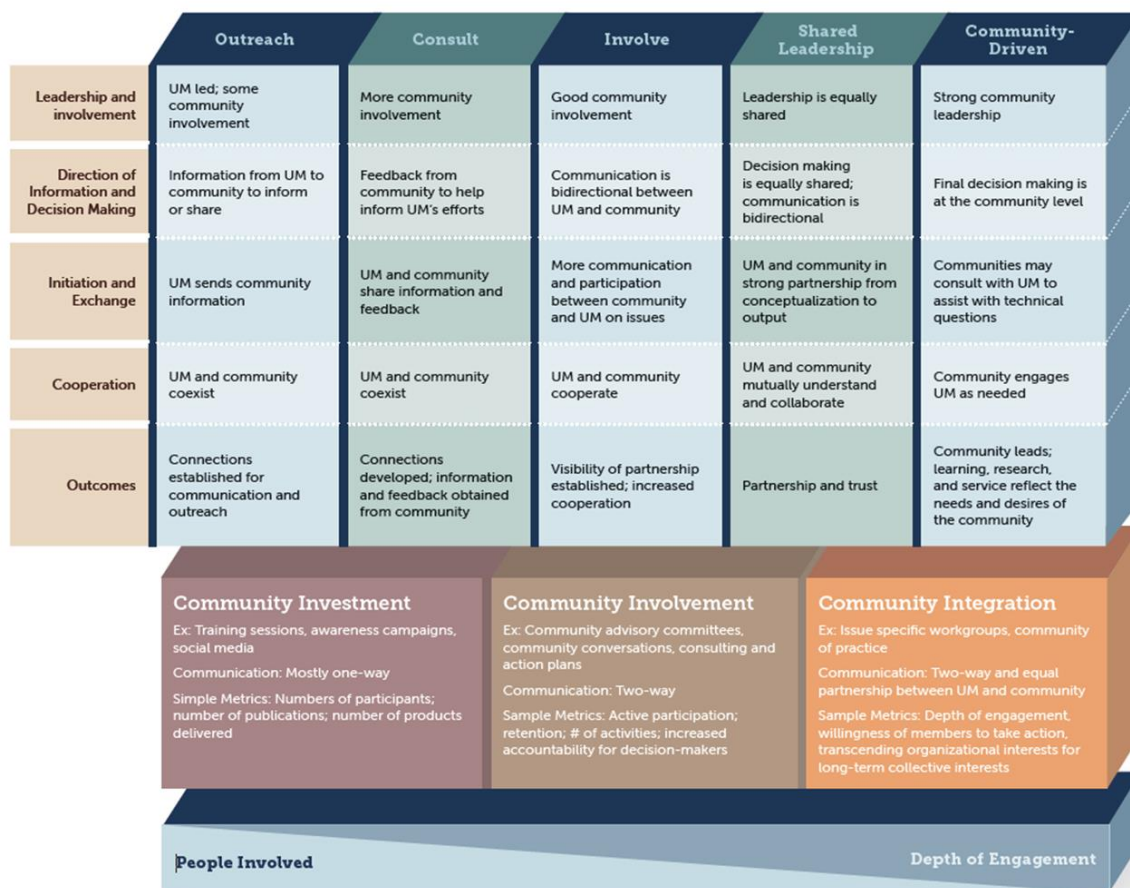
For more information or questions please contact unowpeg@gmail.com

Appendix – UNOW Submission - Participatory Governance Models



Appendix – UNOW Submission - Participatory Governance Models

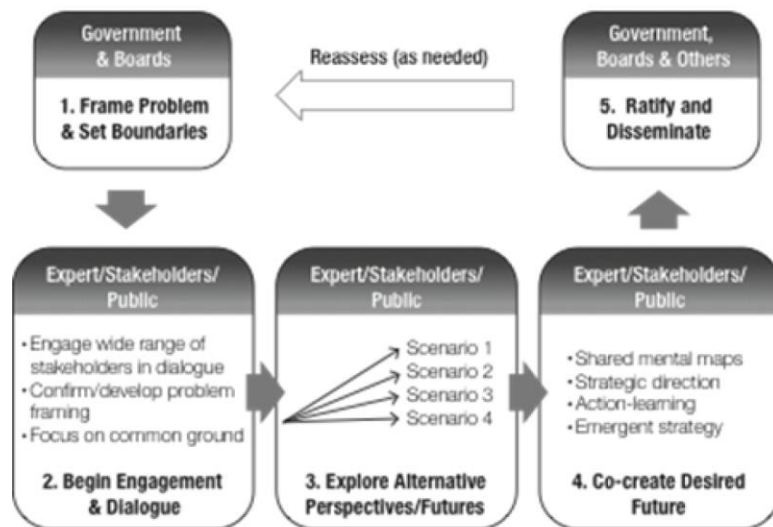
Types of Community-Engaged Partnerships at the University of Mississippi



Adapted from Community-Campus Partnerships for Health. Linking Scholarship and Scholarship and Communities: Report of the Commission on Community-Engaged Scholarship in the Health Professions, 2005.

Figure 1
The catalytic governance model

CATALYTIC GOVERNANCE MODEL



Meredith Catalytic Governance Model

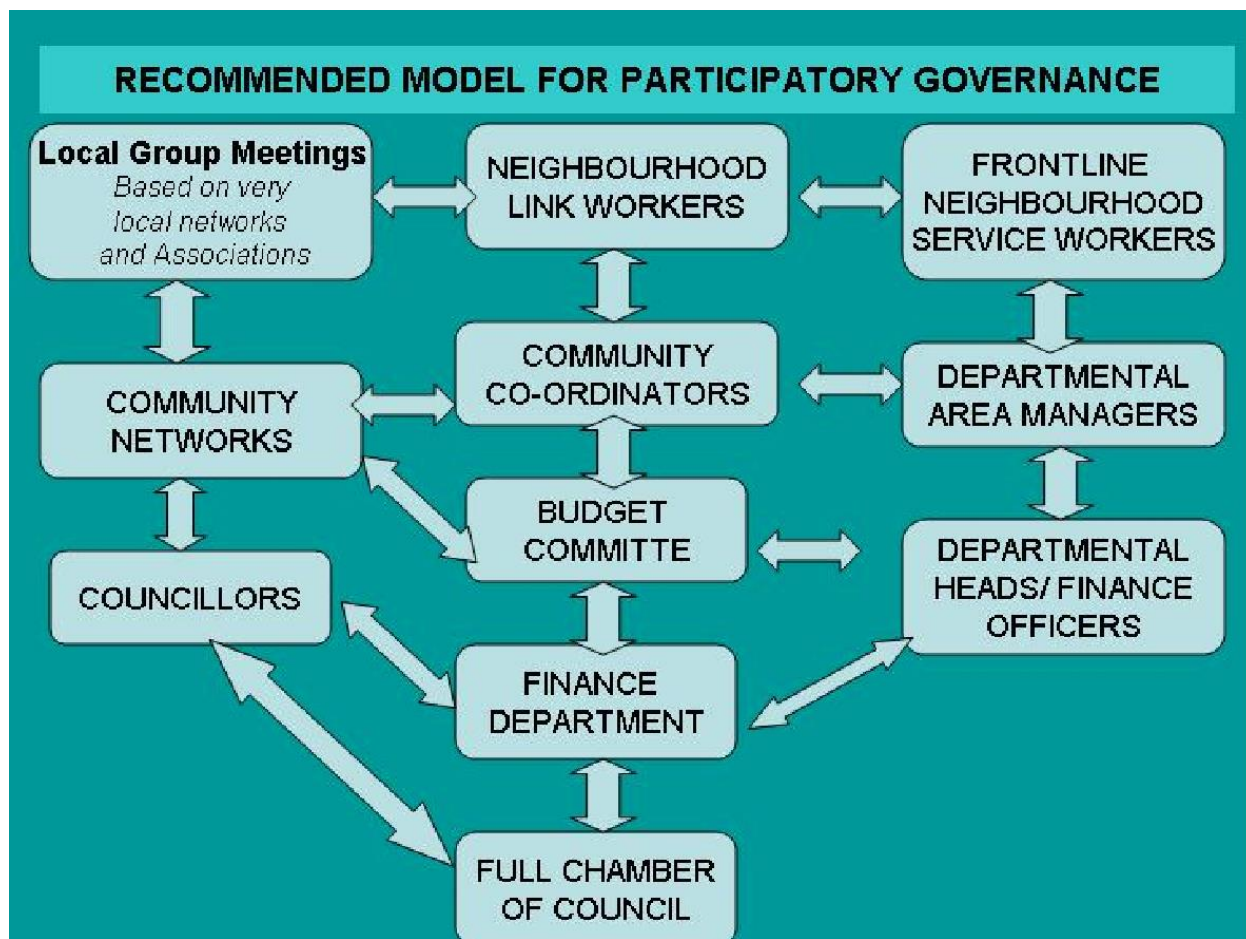
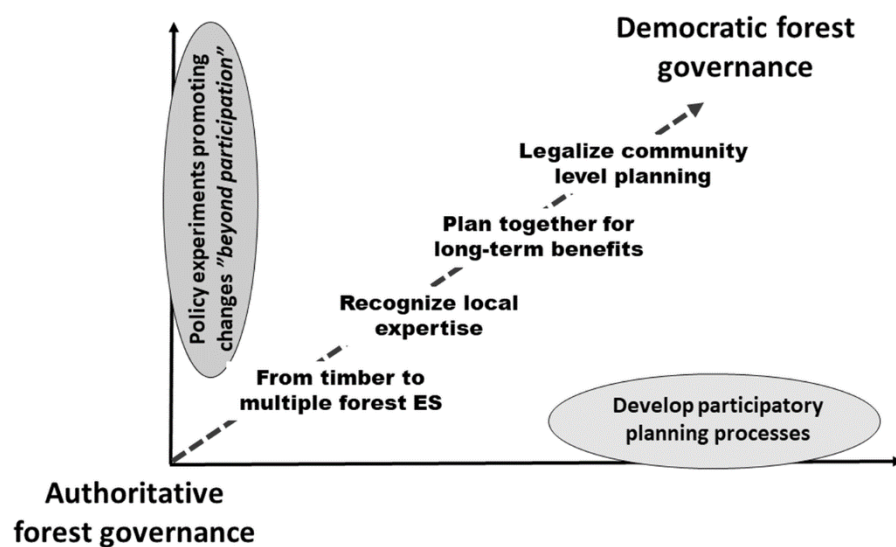
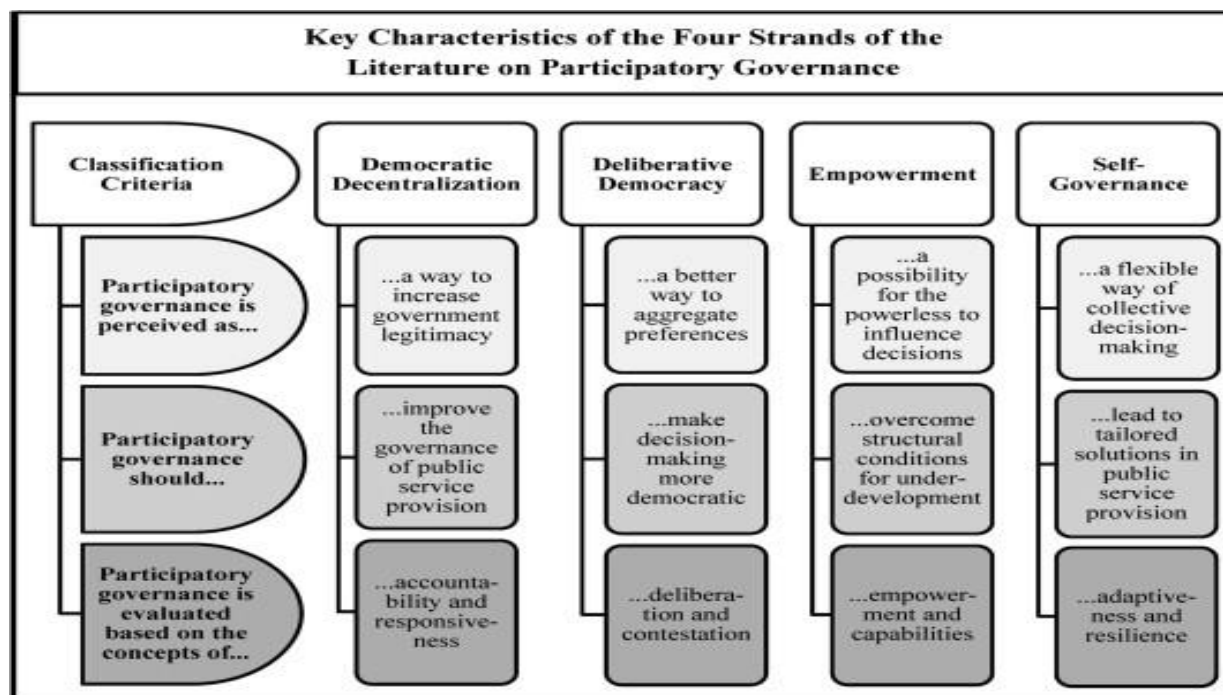


FIGURE 3: RECOMMENDING MODEL FOR PARTICIPATORY GOVERNANCE IN





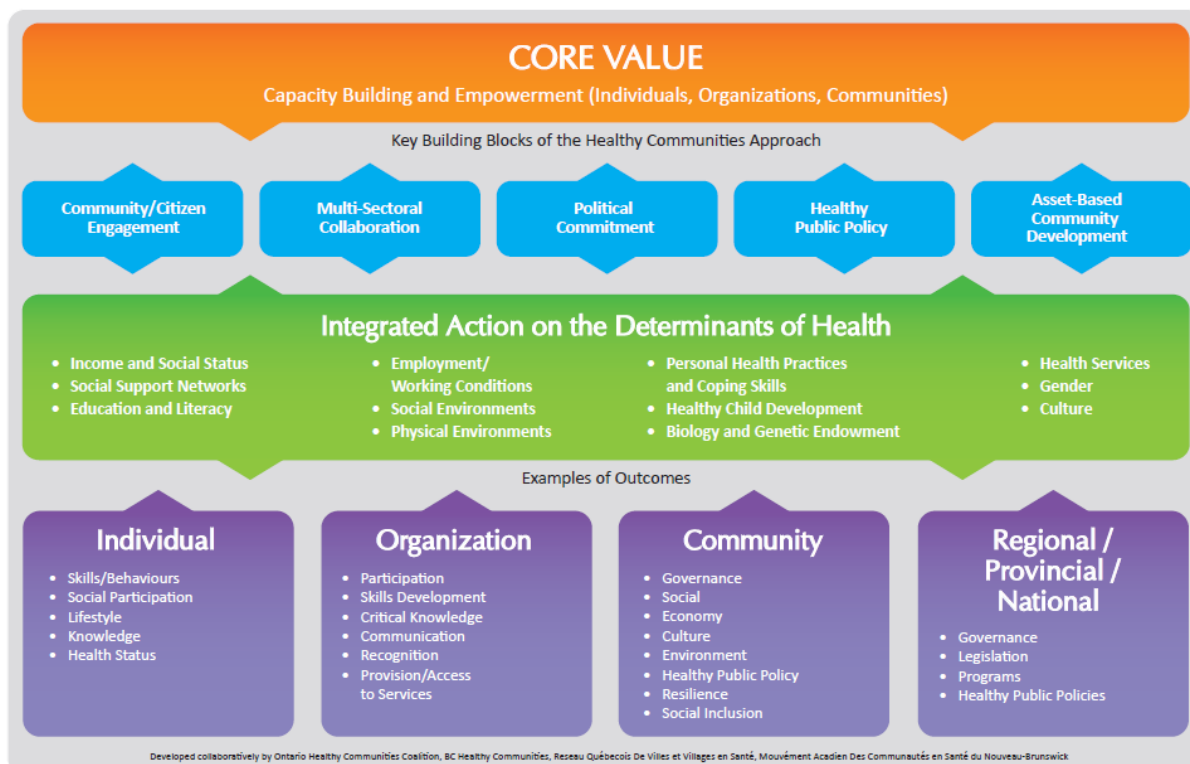
The Social Executive Framework™



Public Engagement Models

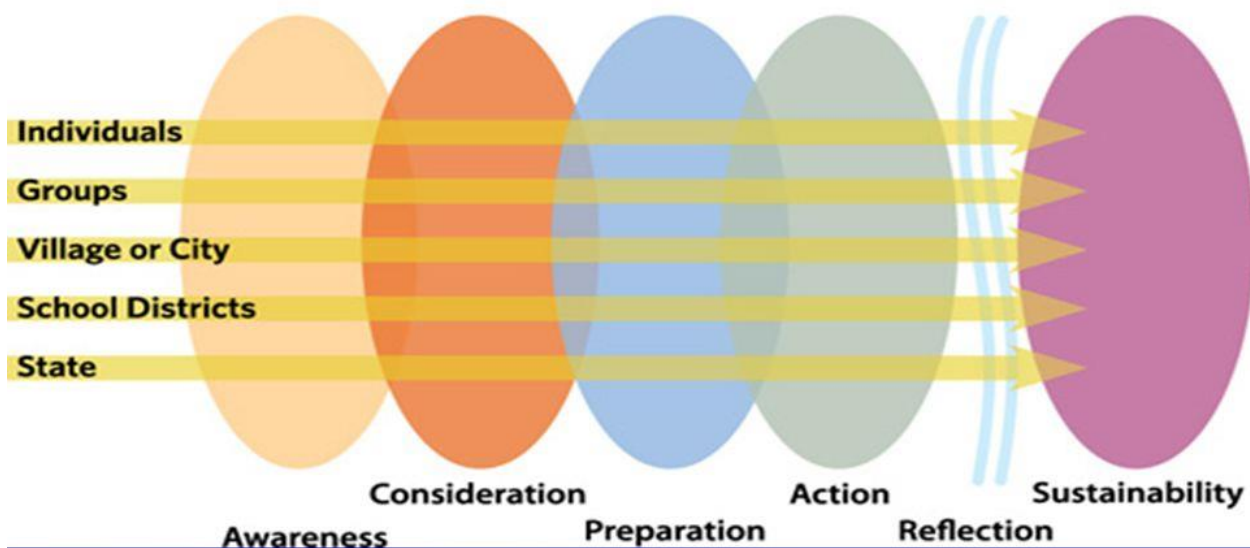


The Healthy Communities Approach: A Framework for Action on the Determinants of Health



Models and Frameworks

The Community Engagement Model



Association of Alaska School Boards

Appendix – UNOW Submission - Participatory Governance Models



Minnesota | Campus Compact

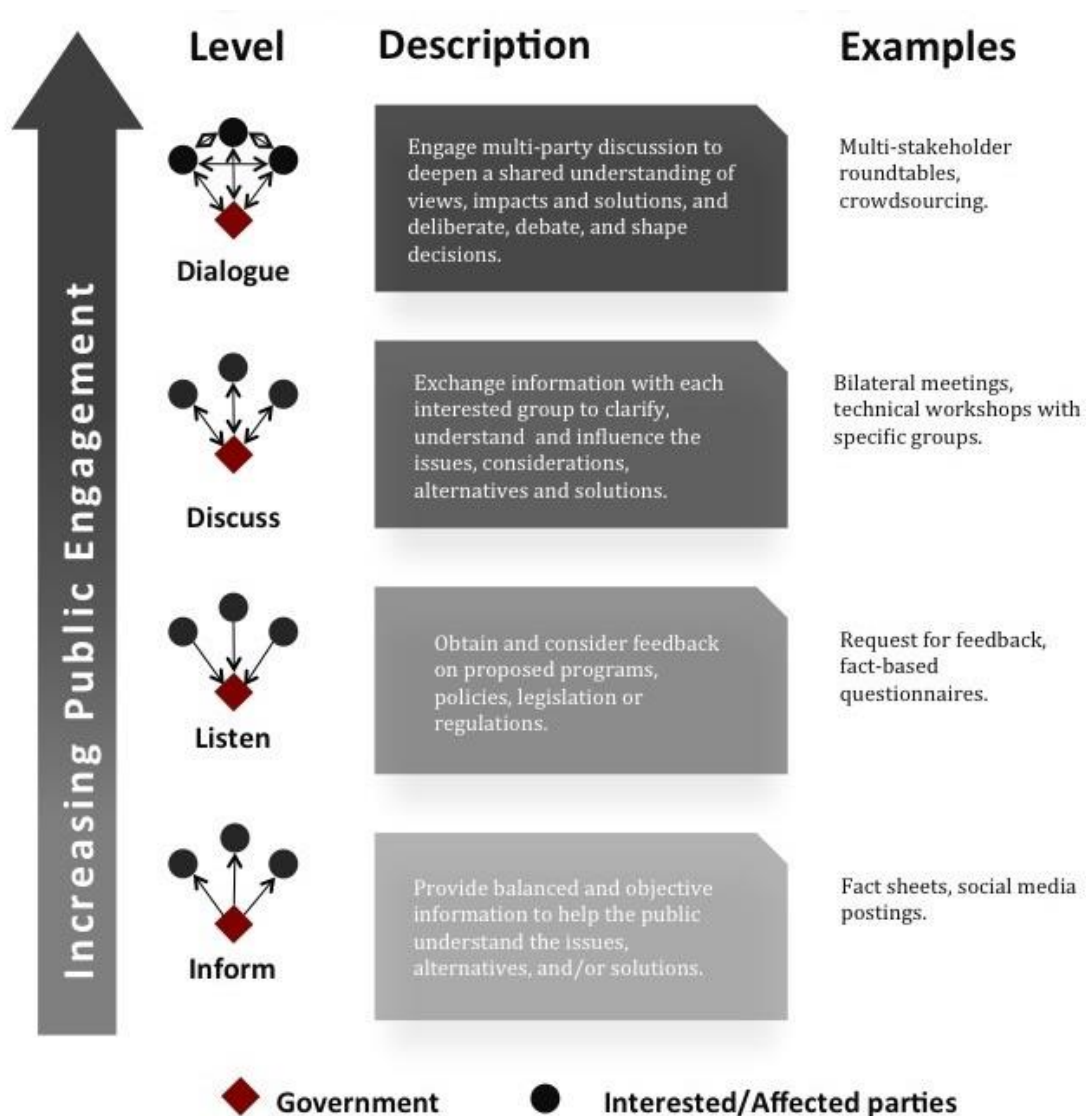


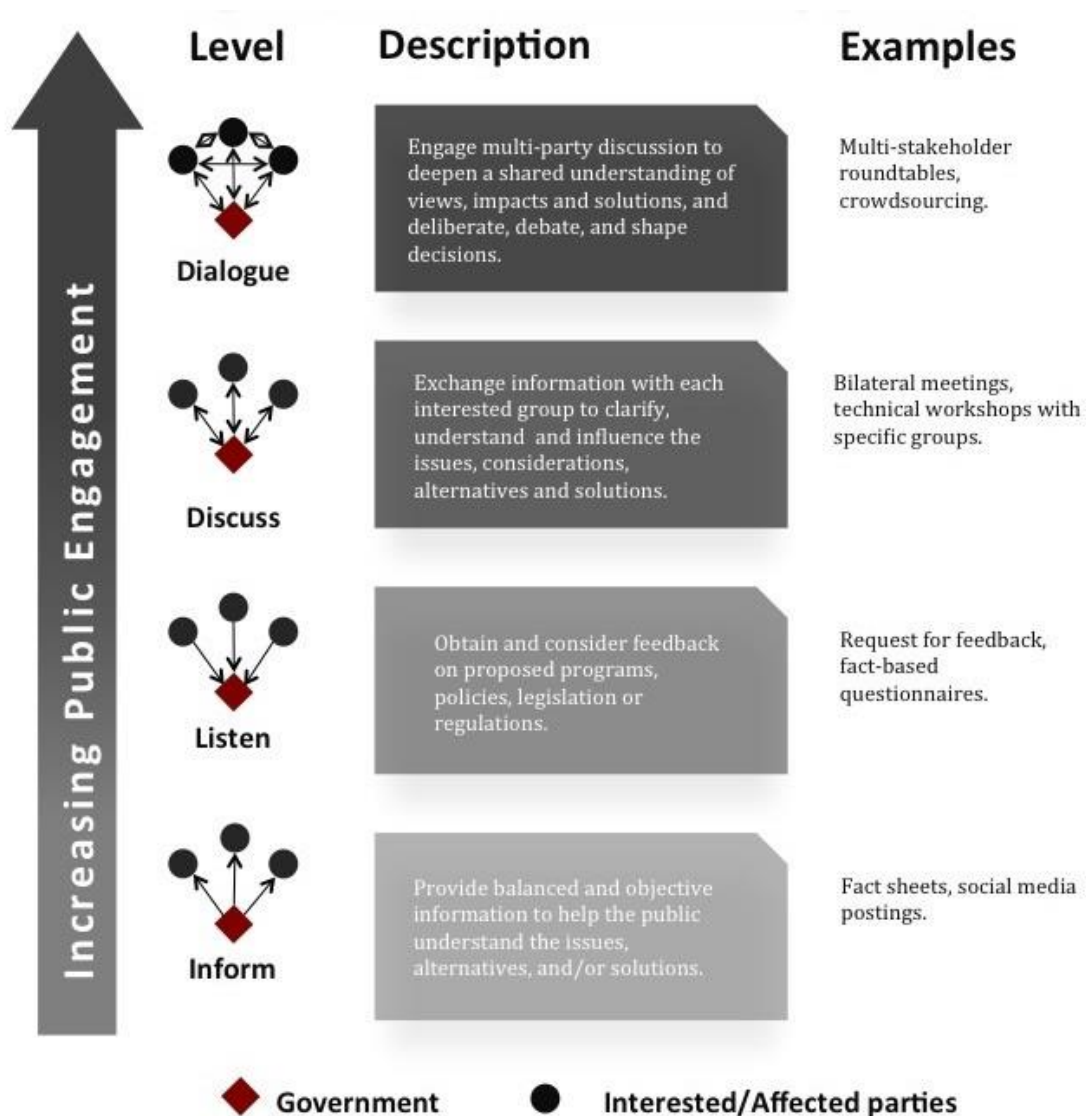
Community Engagement Continuum

Increasing Level of Community Involvement, Impact, Trust, and Communication Flow

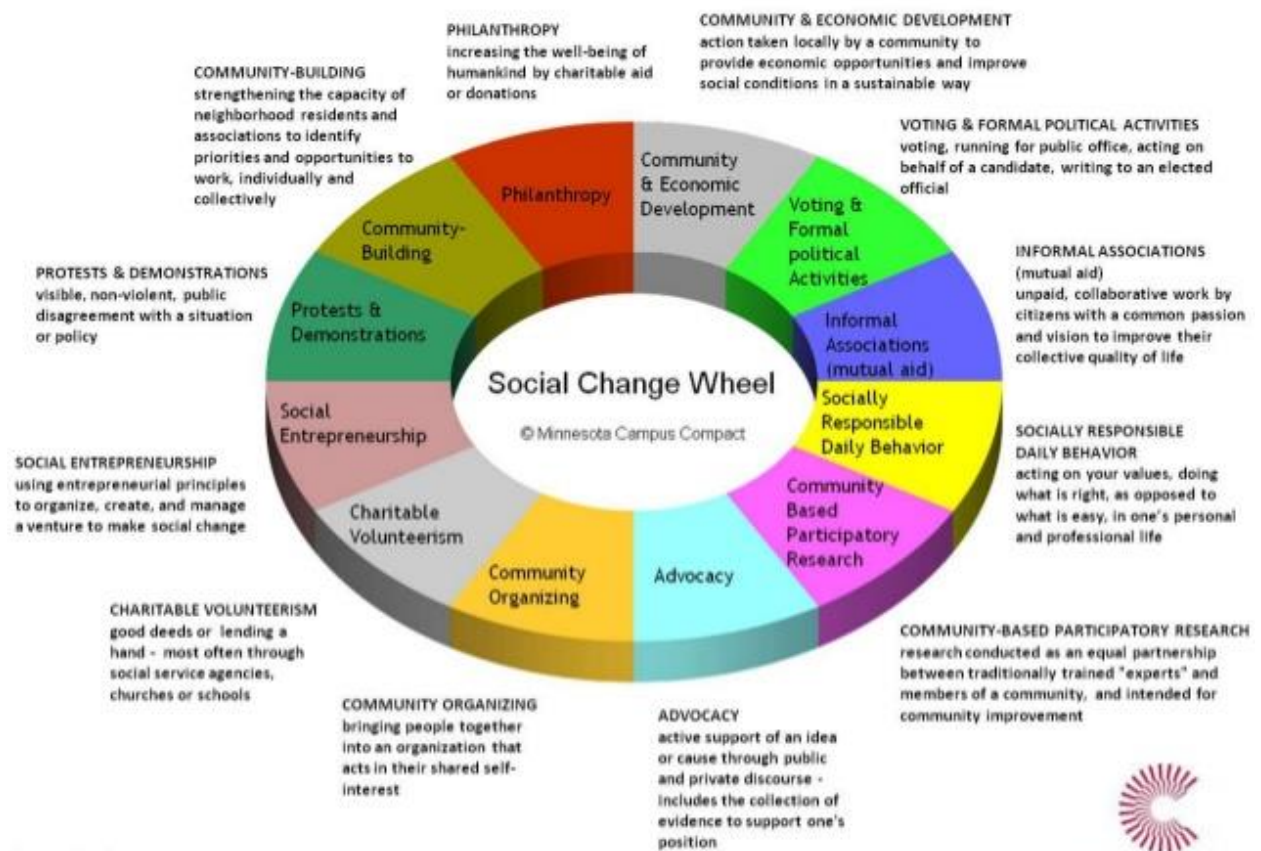
<i>Outreach</i>	<i>Consult</i>	<i>Involve</i>	<i>Collaborate</i>	<i>Shared Leadership</i>
<i>Some Community Involvement</i> Communication flows from one to the other, to inform Provides community with information. Entities coexist. Outcomes: Optimally, establishes communication channels and channels for outreach.	<i>More Community Involvement</i> Communication flows to the community and then back, answer seeking Gets information or feedback from the community. Entities share information. Outcomes: Develops connections.	<i>Better Community Involvement</i> Communication flows both ways, participatory form of communication Involves more participation with community on issues. Entities cooperate with each other. Outcomes: Visibility of partnership established with increased cooperation.	<i>Community involvement</i> Communication flow is bidirectional Forms partnerships with community on each aspect of project from development to solution. Entities form bidirectional communication channels. Outcomes: Partnership building, trust building.	<i>Strong Bidirectional Relationship</i> Final decision making is at community level. Entities have formed strong partnership structures. Outcomes: Broader health outcomes affecting broader community. Strong bidirectional trust built.

Reference: Modified by the authors from the International Association for Public Participation.



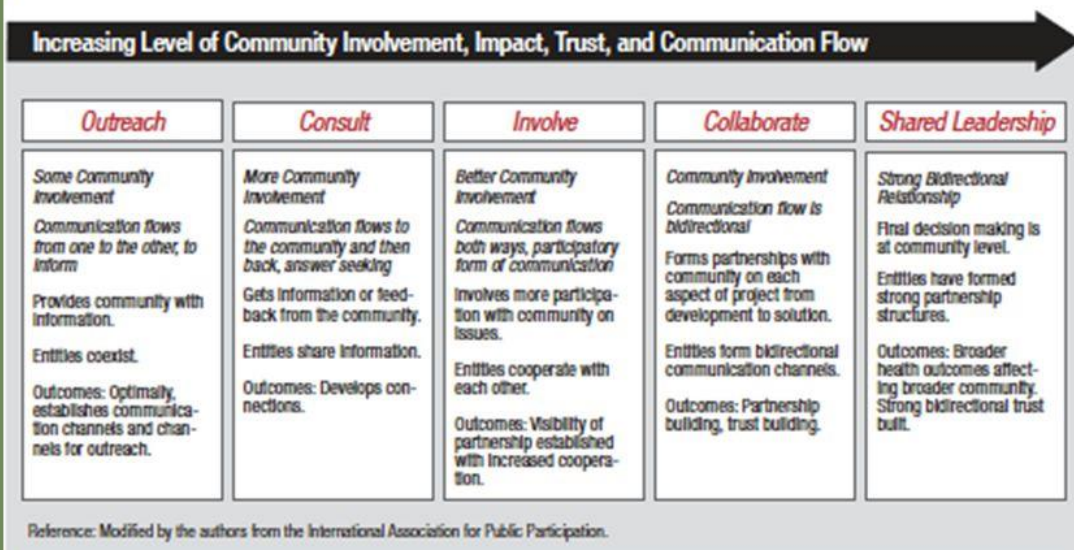


Appendix – UNOW Submission - Participatory Governance Models





Community Engagement Continuum



Appendix E – Organizations that Participated in a Focus Group

Organizations that Participated in a Focus Group for the City of Winnipeg Governance Review

Abilities Manitoba
Armstrong Point Resident's Association
Bike Winnipeg
Canadian Manufacturers and Exporters, Manitoba
Exchange District Biz
Residents of the Exchange District (R:ED)
General Council of Winnipeg Community Centres
Manitoba Association of Seniors Centres
Manitoba Heavy Construction Association
Manitoba Home Builder's Association
Norwood Flats Resident's Association
Save our Seine
Social Planning Council of Winnipeg
Spence Neighbourhood Association
Transcona Biz
Urban Development Institute
West Broadway Community Organization
Winnipeg Chamber of Commerce
Winnipeg Real Estate Association
Winnipeg Trails Association
Wolseley Resident's Association

Appendix F – Promotional Materials

Facebook Ad

**City of Winnipeg – Municipal Government**
January 20 · 🌐

How do decisions get made at City Hall? Learn more and provide input on the City's Governance Review: <https://youtu.be/7ZDdQm3XHqM> winnipeg.ca/governancereview #wpengage



ENGAGE.WINNIPEG.CA

City of Winnipeg Governance Review: Have your say

Introduction The City of Winnipeg is undertaking a review of its governance structure and pro...

1

Like Comment Share

Facebook Post

**City of Winnipeg – Municipal Government**
February 8 · 🌐

Decisions at City Hall affect you. Attend a governance virtual public workshop to learn more and have your say in the future of governance in #Winnipeg: winnipeg.ca/governancereview #wpengage

Les décisions prises à l'hôtel de ville vous touchent. Assistez à un atelier public virtuel sur la gouvernance pour vous renseigner et vous exprimer sur l'avenir de la gouvernance à #Winnipeg : winnipeg.ca/examendegouvernance #wpengage

See Translation



Like Comment Share

Appendix F – Promotional Materials

Twitter post



Twitter post



Appendix F – Promotional Materials

Media Release

https://winnipeg.ca/cao/media/news/nr_2021/nr_20210111.stm#3

News Release – January 11, 2021

Residents encouraged to get involved in City of Winnipeg governance review

Released: 11:13 a.m.

Winnipeg, MB – The City of Winnipeg is inviting Winnipeg residents to get involved in its governance review. Governance is all about leadership and responsibility for the City to the citizens of Winnipeg. It includes understanding citizen needs and making decisions in the best interests of the City.

We are building a City Hall that works through openness and transparency, where elected officials and staff collaborate and work towards the best interests of residents. The City's governance structure and systems should support these goals.

The governance review's goal is to establish modern, clear and effective governance structures and systems that support transparency and public confidence, timely decision-making and communication, and an overall culture of innovation.

Public input is important for this review. Winnipeggers can get involved by completing an online survey or attending a virtual public event. To gather detailed feedback, the project team will be meeting with organizations with an interest in governance. In addition, the City will be collecting feedback from a representative sample of Winnipeggers through a brief telephone survey.

Residents are invited to read about the City's current governance processes, complete the survey, and share ideas for citizen participation in Council decision-making.

For those who wish to discuss in a group setting, virtual workshops are also planned to encourage residents to share experiences with the City's governance systems and to help us understand how Council's oversight of the City could be improved. Each session will include a brief presentation and facilitated break-out discussions.

Date: Thursday, January 28

Time: 1 p.m. to 2 p.m.

Location: Zoom

Date: Wednesday, February 3

Time: 1 p.m. to 2 p.m.

Location: Zoom

Feedback is being accepted until February 19, 2021.

Date: Monday, February 1

Time: 7 p.m. to 8 p.m.

Location: Zoom

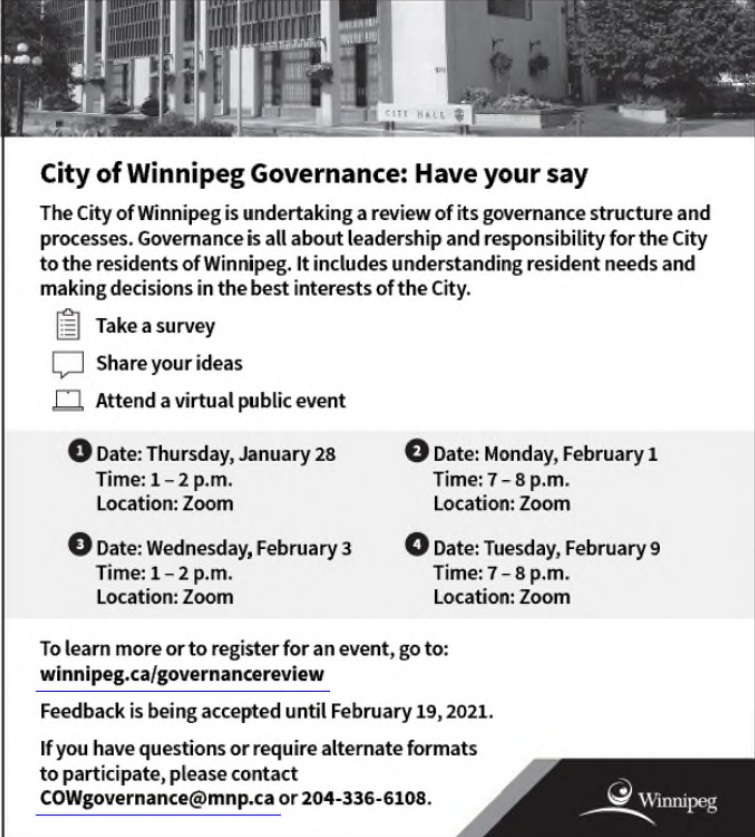
Date: Tuesday, February 9

Time: 7 p.m. to 8 p.m.

Location: Zoom

Residents can register for events and learn more at winnipeg.ca/governancereview.

Canstar newspapers advertisement – January 27



City of Winnipeg Governance: Have your say

The City of Winnipeg is undertaking a review of its governance structure and processes. Governance is all about leadership and responsibility for the City to the residents of Winnipeg. It includes understanding resident needs and making decisions in the best interests of the City.

-  Take a survey
-  Share your ideas
-  Attend a virtual public event

1 Date: Thursday, January 28 Time: 1 – 2 p.m. Location: Zoom	2 Date: Monday, February 1 Time: 7 – 8 p.m. Location: Zoom
3 Date: Wednesday, February 3 Time: 1 – 2 p.m. Location: Zoom	4 Date: Tuesday, February 9 Time: 7 – 8 p.m. Location: Zoom

To learn more or to register for an event, go to:
winnipeg.ca/governancereview

Feedback is being accepted until February 19, 2021.

If you have questions or require alternate formats to participate, please contact
COWgovernance@mnp.ca or 204-336-6108.



www.canstarnews.com

City of Winnipeg Governance Review: Have your say

Engage Winnipeg

Survey

We are seeking citizen input regarding what is working well and where improvements could be made, particularly on transparency, accountability and how citizens are able to participate in City decision-making.

This survey will take approximately 10-15 minutes to complete and will be available until **February 19, 2021**.

Introduction

The City of Winnipeg is committed to building a City Hall that works through openness and transparency, where elected officials and staff collaborate and work toward the best interests of the city as a whole and where positive relationships are built with stakeholders and the public. The City's governance structure and systems should enable and support these goals.

The City is currently conducting a review of its governance by-laws and practices. As part of this review, we are seeking citizen input regarding what is working well and where improvements could be made, particularly on transparency, accountability and how citizens are able to participate in City decision-making.

This survey will take approximately 10-15 minutes to complete and will be available until **February 19, 2021**. All responses will be kept confidential. Only overall results, without individual identifying information will be shared.

If you have any questions about this survey, please contact the project team at COWgovernance@wn.ca.

City of Winnipeg Governance Review: Have your say

Engage Winnipeg

Section 1: Please help us understand our survey respondents

Please select the category that includes your age.

(Choose any one option) (Required)

- ☐ Under 18
- ☐ 18 to 24
- ☐ 25 to 34
- ☐ 35 to 44
- ☐ 45 to 54
- ☐ 55 to 64
- ☐ 65 or over

What is the highest degree or level of school you have completed?

(Choose any one option)

- ☐ Some high school
- ☐ High school diploma or equivalent
- ☐ Some college or university, but no degree
- ☐ Bachelor's degree / college diploma
- ☐ Master's degree
- ☐ Doctorate
- ☐ Other (please specify)

What is your total annual household income?

(Choose any one option)

- ☐ Up to \$40,000
- ☐ \$40,000 – \$59,999
- ☐ \$60,000 – \$84,999
- ☐ \$85,000 to \$124,999
- ☐ \$125,000 and over

What gender do you identify with? (please select one)

(Choose any one option)

- ☐ Male
- ☐ Female
- ☐ Transgender
- ☐ Non-binary
- ☐ Prefer not to disclose
- ☐ Prefer to self-describe (please describe)

Do you consider yourself part of a marginalized group?

(Choose any one option)

- ☐ No
- ☐ Yes. Please explain if you wish or enter n/a

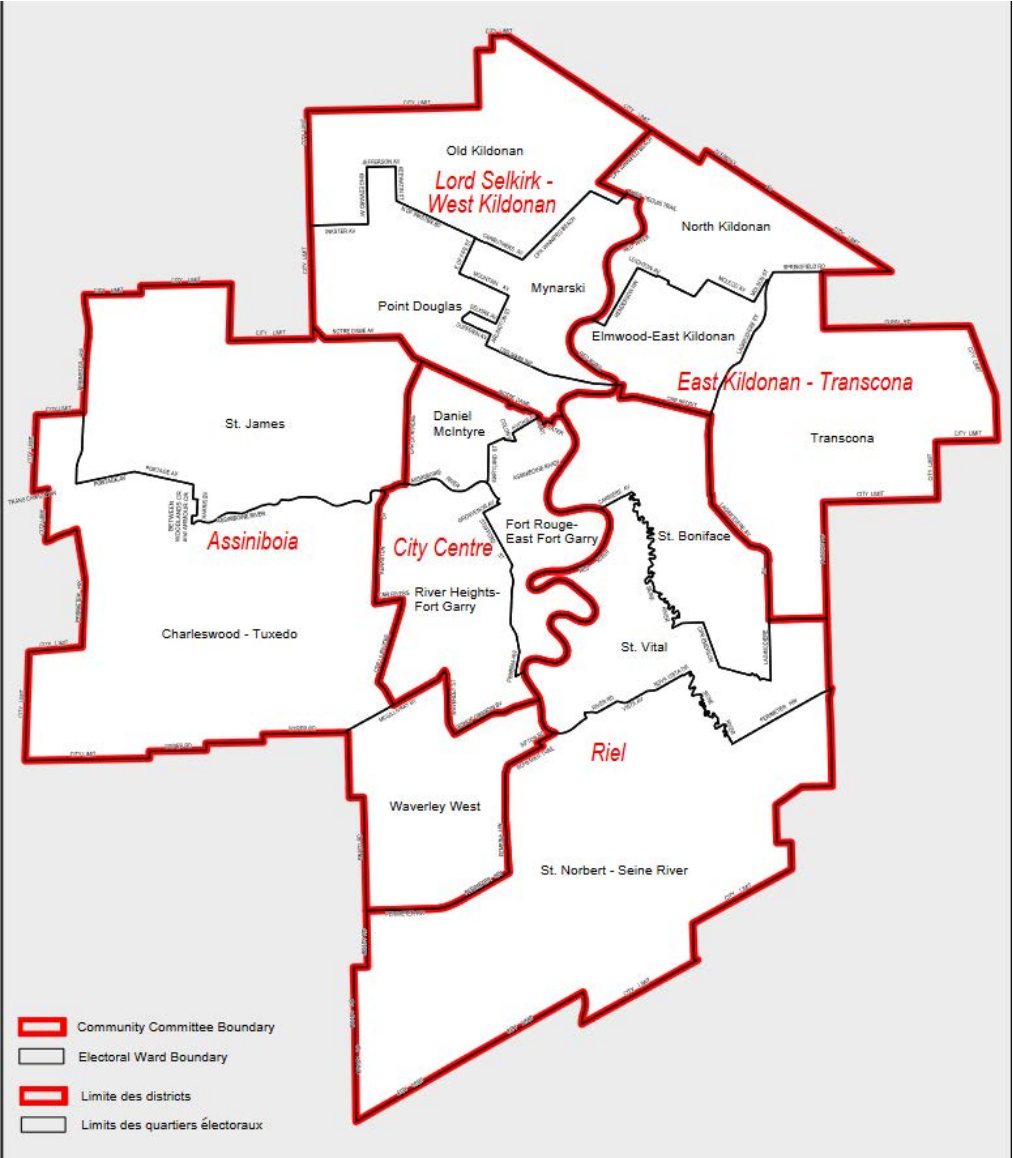
City of Winnipeg Governance Review: Have your say

Engage Winnipeg

Please select the area of the city you live in.

(Choose any one option) (Required)

- ☐ Charleswood – Tuxedo
- ☐ Daniel McIntyre
- ☐ Elmwood – East Kildonan
- ☐ Fort Rouge – East Fort Garry
- ☐ Mynarski
- ☐ North Kildonan
- ☐ Old Kildonan
- ☐ Point Douglas
- ☐ River Heights – Fort Garry
- ☐ St. Boniface
- ☐ St. James
- ☐ St. Norbert – Seine River
- ☐ St. Vital
- ☐ Transcona
- ☐ Waverley West



Section 2: City of Winnipeg Governance

Please review each of the following statements and select your level of agreement or disagreement.

Questions	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
I understand how I can communicate with Council on issues I'm concerned about.					
The background information made available helps me participate effectively in City of Winnipeg public engagement initiatives.					

City of Winnipeg Governance Review: Have your say

Engage Winnipeg

Have you personally appeared before the City Council or a Committee of Council?

(Choose any one option)

- ☐ Yes
- ☐ No

Please review each of the following statements and select your level of agreement or disagreement.

Questions	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
My experience in appearing before Council or a committee was constructive and worth my time.					
I believe my interests and concerns were heard and given consideration.					
I was treated respectfully.					

City of Winnipeg Governance Review: Have your say

Engage Winnipeg

Please review each of the following statements and select your level of agreement or disagreement.

Questions	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Information on issues that are being considered by Council or a committee is easy to find.					
Information on issues that are being considered by Council or a Committee is useful and easy to understand.					
I believe Council is effective in ensuring the City uses resources as approved in the budget.					
Council provides effective oversight of City performance.					
Appeal processes ensure City decisions are fair and consistent with policies					

Please review each of the following statements and select your general level of agreement or disagreement.

Questions	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Matters to be considered by Council or its committees are dealt with in a timely way.					
Matters to be considered by Council or its committees are dealt with efficiently.					
Council ensures the City addresses citizen priorities.					
Council ensures the City is focused on the right things.					
I believe Council overall makes decisions based on what they believe is in the best interest of the city.					

On a scale of 1 to 10, with 1 being the lowest and 10 being the highest, overall, **how satisfied are you with the governance of the City?**

(Choose any one option)

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ 6
- ☐ 7
- ☐ 8
- ☐ 9
- ☐ 10

City of Winnipeg Governance Review: Have your say

Engage Winnipeg

The question below provides six principles of good municipal governance.

On a scale of 1 to 10, with 1 being the lowest, and 10 being the highest, **please indicate how much of a priority you feel it is for the City of Winnipeg Council to improve their current governance practices under each principle.**

Questions	1	2	3	4	5	6	7	8	9	10
Inclusivity: citizens have a fair and reasonable opportunity to participate in decision-making processes										
Transparency: information is openly available and easy to access and understand										
Accountability: oversight and responsibility for the performance of the city, including appeal processes										
Efficiency: timeliness and effective use of resources by Council and its committees										
Effectiveness: achieving desired results and addressing citizen priorities										
Impartiality: unbiased decision making that considers the best interest of the city										

Please use this space to share any additional comments or concerns regarding Council's governance of the City of Winnipeg.

Thank you for completing this survey!

WRITTEN SUBMISSION GUIDE FOR ORGANIZATIONS

The City is currently conducting a review of its governance structure, by-laws and practices. MNP (www.mnp.ca) has been engaged as an independent third party to conduct this review. We will be providing recommendations to the City to help them achieve the following goals:

- Develop a clear and effective governance structure and operational framework.
- Improved organizational performance resulting from process changes or improved decision-making and communication channels.
- Improved utilization of existing resources allowing a greater focus on strategic priorities and pro-active planning and administration.
- An organization-wide culture of continuous improvement.

As part of this review, we are seeking input from organizations and individual residents regarding what is working well and where improvements could be made, particularly regarding transparency, accountability and how these stakeholders are able to participate in City Council decision-making.

Background information on the Governance Review project, including a Preliminary Report can be accessed at winnipeg.ca/governancereview.

Organizations may wish to provide information in writing, which may include more background or detail than possible through the focus groups. Questions to help guide written input are provided below.

CONFIDENTIALITY

Individual written responses will be provided to the City of Winnipeg in whole, identifying you or your organization as the source, **unless you specifically instruct otherwise**. In that case, your submission will be included in summary form as part of the information collected for the project.

SUBMISSION GUIDELINES

The following questions are provided to help guide your submission. We would appreciate your input on any or all of these questions or on any additional topics related to the City of Winnipeg Council's governance structure and practices.

1. How is your organization or its members typically involved in interactions with the City Council or a committee of Council?
2. Do you feel there is reasonable access and opportunity for organizations/citizens to participate in the decisions before Council? What barriers may exist?
3. Is information on issues being considered by Council or a committee easy to access? How would you describe the information that is available? What gaps might exist?
4. Have you participated in any of the City's hearings or appeal processes? What works well? What do you believe are priorities for improvement?
5. How would you describe Council's role in providing oversight of the City? What seems to work well? What do you believe are priorities for improvement?
6. Does available information meet your needs to understand City budgets or performance? Please explain.
7. In your experience, are matters to be considered by Council and committees brought forward and dealt with in a timely way? Efficiently?
8. How well does Council address citizens' priorities? Support the overall effectiveness of the city?
9. How confident are you in the rules and processes around Council conflict of interest?
10. Do you believe Council is effective overall in making decisions based on the best interest of the city? Please explain.

HOW TO RESPOND

The format of your response is entirely up to you. It can be a simple email or a longer document. Responses may be submitted by email to COWgovernance@mnpc.ca until February 19, 2021.

City of Winnipeg

Governance Review

Public Event — February 3, 2021 1pm to 2pm

- Welcome – the session will begin at 1:00 p.m.
- While you settle in, please check your audio and turn on your camera
- Please introduce yourself to the group in the chat – your name, and what brought you here today
- If you are having any difficulties, send us a message using the chat feature



Wherever business takes you

MNP.ca



KINCENTRIC
Best Employer
CANADA 2019

January 28, 2021 1pm to 3pm

Welcome!

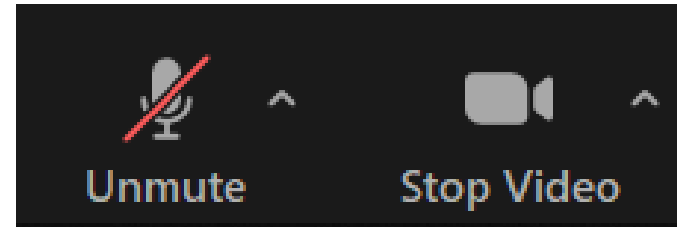
1. Introductions
2. Background Information (10 minutes)
3. Questions for Discussion (45 minutes)

Meeting Instructions

MUTING AND VIDEO SETTINGS

Throughout the session please:

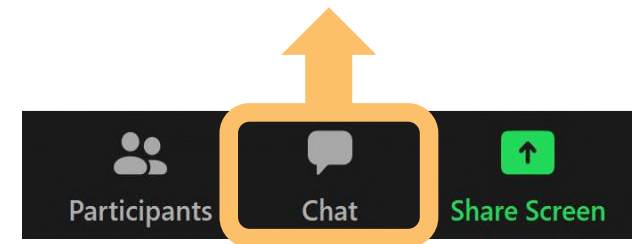
- Mute your microphone when not speaking
- Turn on your video



ZOOM RELATED QUESTIONS OR ISSUES

Please ask technical questions by:

1. Clicking the "Chat" icon.
2. Selecting "Leonie Foelsing"
3. Typing your question into the chat function.



We will do our best to help you fully participate in the session!

Introductions

- MNP
 - Yvonne Morrison
 - Ryan Catte
 - Leonie Foelsing
- Participants – please type in the chat
 - Your name
 - What you drew you to today's session

Project Background and City of Winnipeg Governance Structures



Wherever business takes you

MNP.ca

Background

What is Governance?

Governance is about leadership and responsibility for the City to the citizens of Winnipeg. It includes understanding citizen needs and making decisions in the best interests of the City.

What are We Doing Today?

The City of Winnipeg is undertaking a review of its governance structure and processes – the last comprehensive review was in 1997. MNP has been hired as an independent consultant to conduct the review and provide recommendations for improvement.

We are seeking input from organizations and individual residents to help identify what is working well and where improvements could be made. Today, we want to hear about your experiences and your opinions, particularly around transparency, accountability and how citizens can participate in City Council decision-making.

Note: In MNP's report, your contributions and comments today will be included in summary themes only.

Legislation (Provincial Authority)



- *The City of Winnipeg Charter Act*
- *The Municipal Council Conflict of Interest Act*
- *The Municipal Act**
- *The Planning Act**

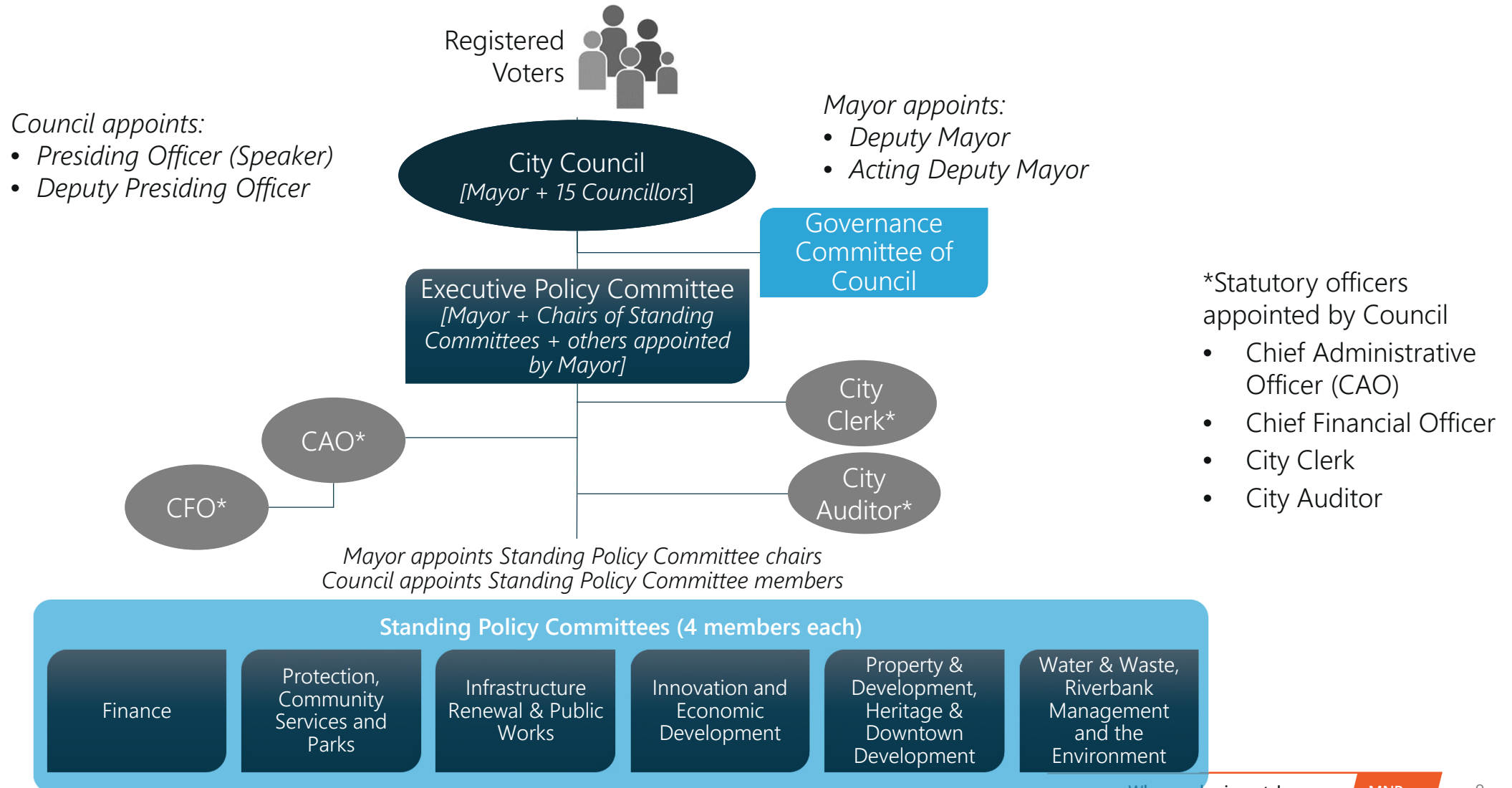
**Some sections replaced by the City of Winnipeg Charter Act*

By-laws (Municipal Authority)



- City Organization By-law 7100/97 - *sets out the Council and administrative structure*
- Procedure By-law 50/2007 – *sets out the rules for meetings, hearings, appeals, passing by-laws*
- Development Procedures By-law 160/2011 – *approval procedures for development in Winnipeg*
- In Camera By-law 21/2011 – *specifies categories that can be considered privately in committee and council meetings*
- Members of Council Code of Conduct By-law 19/2018 – *ethical standards for members of Council*
- Board of Adjustment By-law 5894/92 – *a board that decides certain variance hearings*

Current Governance Structure – the way City Council is organized



Standing Policy and Community Committees

Standing Policy Committees (4 members)

Finance

Protection,
Community
Services and
Parks

Infrastructure
Renewal & Public
Works

Innovation and
Economic
Development

Property &
Development,
Heritage &
Downtown
Development

Water & Waste,
Riverbank
Management
and the
Environment

Community Committees [3 Wards represented per committee]

May make recommendations to a Standing Policy Committee or direct to Council

Assiniboia – St. James, Charleswood-Tuxedo-Westwood, Waverly West

City Centre – Daniel McIntyre, River Heights-Fort Garry, Fort Rouge-East Fort Garry

East Kildonan-Transcona – North Kildonan, Transcona, Elmwood-East Kildonan

Lord Selkirk-West Kildonan – Mynarski, Point Douglas, Old Kildonan

Riel – St. Boniface, St. Norbert-Seine, St. Vital

Community Committees approve community service and incentive grants for their respective wards, conduct public hearings on property matters in their respective areas, and may assign certain street names.

Flow of Decision-Making



Opportunities for the Public to Communicate with City Council



Members of Council

Citizens may contact any member of City Council. Contact information is posted on the Mayor's and individual Councillor's web pages.



City-directed Public Engagement Processes

City staff may directly seek the input of Winnipeggers on various topics. The process may vary, depending on the topic, and is guided by the Engage Winnipeg Policy approved by Council.



Delegation

A person or group who wishes to address Council or a Committee of Council with respect to a matter on the agenda for that meeting may seek permission from the City Clerk to appear as a delegation.



Public Hearing

Citizens may convey their views on development applications or other matters under a City by-law at public hearings held for that purpose. Public hearings are open to all members of the public.



Appeal

Each standing committee of Council acts as the Appeal Committee on a rotational basis to hear appeals of conditional use or variance orders by the Director, a Community Committee or the Board of Adjustment. Any person who may be affected by the result of a hearing and who wishes to make submissions, ask questions or register objections may request an appeal.

Discussion



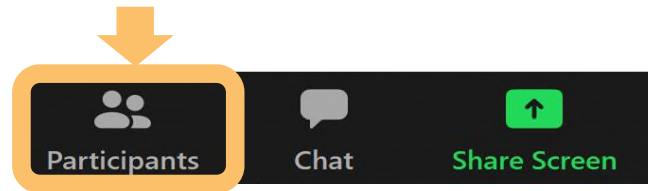
Wherever business takes you

MNP.ca

Providing Feedback During Discussion

WAYS TO PROVIDE FEEDBACK

- When you would like to provide input during a discussion, please raise your hand by clicking the "Participants" icon.



- Please keep your hand up until we get to you. We will do our best to capture everyone's feedback.
- You may also provide additional feedback through the "chat".

Discussion

One moment while we set up the
break-out rooms



Wherever business takes you

MNP.ca

Thank You!

Next Steps

- More information is available on the Governance Review project webpage (Winnipeg.ca/governancereview)
 - Preliminary Report (full text)
 - 2-page summary of Winnipeg and other Canadian cities' structures and processes
 - Legislation, bylaws, other City information
- The online tools will be open until February 19.
- A Summary of Stakeholder and Public feedback will be published in the Spring
- MNP's Report of Recommendations will be submitted to Council in the Spring

Public Event #3 – February 3, 2021

INSTRUCTIONS FOR INTERVIEWER -

- 45 minutes allotted for small group discussions based on the questions below.
- Leonie will move us into separate rooms.
- Share question set in your breakout room

Questions

1. **What interactions have you had with City Council or a committee of Council?
What are your general impressions of this experience?**

Probe – did you feel it was constructive and worth your time? Did you feel your interests and concerns were heard and given consideration? Were you treated respectfully?

Opportunities to Participate in Decision-making Process

2. **Do you feel there is reasonable access and opportunity for organizations/citizens to participate in the decisions before Council? What barriers may exist?**

Probe – the various opportunities ie. delegations at council or committee meetings, speaking at a public hearing or appeal, participating in public engagement.

Information on Issues Being Considered by Council

3. **Is information on issues being considered by Council or a committee easy to access?
Is it enough to understand the issues? Is it easy to understand?**

a) Are there improvements that could be made to the information available or communication/access to this information?

Effective Decision-Making

4. **Do you believe Council is effective in making decisions that are fair, unbiased and in the best interests of the city?)** *Probe - Do the governance structures and processes support effective decision making? (This is where participants may want to discuss EPC)*

Council's Oversight Role

Council is responsible for providing oversight of the City. That is, developing policies, plans, programs and ensuring that the intended results are achieved. Oversight also includes reporting on the results to the public.

5. **How effective is Council in this role?
what works well, what are priorities for improvement**

Other Governance Related Comments

6. **Other Comments on City Governance structure and processes that weren't covered in the topics today.**

OPTIONAL - These will be asked only if we have time.

7. How well does Council address citizens' priorities? Support the overall effectiveness of the city?
8. Have you participated in any of the City's hearings or appeal processes? What works well? What do you believe are priorities for improvement?
9. In your experience, are matters to be considered by Council and committees brought forward and dealt with in a timely way?