**Attachment A**

## Consolidated Community Committee Recommendations on Governance Review

The following is a consolidation of Community Committee recommendations or comments, on the 15 Governance Review recommendations. The Governance Review recommendation is listed followed by each Community Committee's recommendation or comment.

**1. Develop a formal orientation process that includes documented Roles and Responsibilities for Members of Council.**

**LSWK -** In addition to this already Council approved recommendation, that each department provide an in-depth orientation to its services and budgets to new Councillors, similar to past practice of the Property and Planning Department.

**Riel -** Most council members are in support of this concept, recognizing the limitations of presentations done by the public service who have never been elected officials. Perhaps pairing a newly elected Councillor with a "veteran" Councillor to shadow for a week (or associated comfort level) will provide a better understanding of the day to day role of a city Councillor. Must also develop an orientation for new EA's that allows for something more standardized in terms of what their roles and responsibilities may be, noting it could change from Councillor to Councillor.

**EKT -** No Recommendation

**Assiniboia -** Request orientation to Councillors on meetings processes

Request in depth orientations on Our Winnipeg / Complete Communities

Request periodic orientations to EA's on where to find resources

**City Centre -** Develop a formal orientation process, and diverse orientation products, that include documented Roles and Responsibilities for Members of Council, and their political staff."

**2. Formalize process for requests for information and reports from Administration.**

**LSWK -** This recommendation is essential for ward offices to accomplish the many responsibilities of the Council member to the ward and city.

**Riel -** Reports themselves have been formatted for consistent information (most recently adding Climate Action Lens to each report). More work needs to be done with respect to when and whom to initiate reports through if no motion has been tabled.

**EKT -** No Recommendation

**Assiniboia -** Request to see how other cities (more than two) enable requests for information and reports

Request to determine a system to support the Strategic Plan Priorities

Request a working group be formed – access to information is critical

A streamlined flow of information can be created to ensure consistency and minimize the risk of political micromanagement. However, City Hall, the Public Service and City Council must operate on the principle that all councillors have a right to equal access to facts and records, and the Governance Committee should codify this understanding in the Organization By-Law, with exceptions only where appropriate for the usual range of in-camera issues (for example only: ongoing human resources discussions where a hiring committee with councillor participation is shortlisting candidates).

Report management systems must be reformed to better and more publicly track the number of outstanding report requests, the exact expectations for those requests, and their anticipated path through the system of approval, rejection or amendment. Any new system must also allow for committees and committee chairs to prioritize reports to ensure that that backlogs do not inadvertently disenfranchise or deflect committees from making progress on key issues. City Hall should stop operating on the expectation that debating a report is the only means available for councillors to review policy, and I will be proposing other steps to address this in the coming months.

**City Centre -** No Recommendation

**3. Increase Council access to resources, and improve public accessibility of Council budget information.**

**LSWK -** That Councillor's staff and Councillor Ward Allowance resources be increased to bring these resources in line with that of other major Canadian Cities.

Over the last eight years, given the increased administrivia related to all the ethical conduct, openness, transparency and accountability, councillor offices are in need of specialized staffing for research and other policy supports to make good decisions that effect the people in their wards. And, given access to various data/information systems to councillor offices, there is a need to have human resources to reduce the work load on public servants to provide and synthesize all the open data now available. Another factor is the increased size of the wards making it more difficult to communicate with the public. The recommendation on marginalized groups brings into focus the ability to educate these groups on how to understand and participate in the budget process. It is one thing to provide a bunch of numbers and another to explain the interrelationship between all the city entities in a billion-dollar budget.

**Riel -** Now with the fact that more and more residents are contacting Councillors 24/7 through social media platforms, there is no shortage of work or need for information to be provided. We continue to request more resources to respond in a timely and transparent way, this includes around budget time for non-EPC members.

**EKT -** No Recommendation

**Assiniboia -** Request a working group be formed to look at other models of staffing offices

Request to prioritize reduction of turnover rates – high turnover rates are costly to taxpayer

**City Centre -** As part of Recommendation 3, add additional direction to the Public Service to report back on options for additional full-time public service staff dedicated to supporting political office, both Council and Mayor's Office.

**4. Establish maximum number of appointments by Mayor to ensure these appointments plus the Mayor, do not exceed 50% of Council.**

**LSWK -** That consideration be given to preventing formal or informal membership of the Executive Policy Committee and the Budget Working Group from exceeding 50% of Council members.

Given there is no recommendation to change the EPC power structure, Council needs to ensure the intent of the City of Winnipeg Charter is upheld in that EPC's decisions should not have majority votes already in place to ensure democracy flourishes.

**Riel -** Ongoing discussions to find a balance for Standing Policy Committees as well as other committees in which Councillors participate. This may also be considered when selecting members of EPC and whether they should be elected to EPC or a variation of Councillors and appointments by the Mayor can be considered.

**EKT -** No Recommendation

**Assiniboia -** Do not support appointments at all – therefore do not support this recommendation

Recommend to seek a process out similar to the 9 other cities studied in this report

The next Mayor must advocate to the province for greater flexibility for governance, including a formal request to remove the strict requirements for an appointed Executive Policy Committee in The City of Winnipeg Act, opening up room for further reform.

While the Act remains in place as worded today, there must be a firm and council-legislated reduction in the number of Mayor's appointments to EPC or any "EPC+1/2" variation, mandated in the City's organization by-law, so that Executive Policy Committee is a team of committee chairs numbering no more than six (including the Mayor), rather than a working majority. The City of Winnipeg Act already limits Executive Policy Committee appointments with this in mind, and it has been broken in spirit.

**City Centre -** No Recommendation

**5. Streamline the flow of information and recommendations to Council and ensure all direction by Members of Council to the Administration is recorded as a resolution.**

**LSWK -** supports this recommendation

**Riel -** The CAO has established a process for sending requests for information through his office. Could still use some refinement to ensure there is good communication back and forth.

**EKT -** No Recommendation

**Assiniboia -** Request a working group be formed – to present a model to Council Attachment D 2

I recommend abolishing EPC and do not support a 'variation' of a model that allows a Mayor to appoint personally selected Council members, restrict information to equally elected Council members, and increase pay for select Councillors.

I support a model that enables access to information for all – which enables equal representation for all residents.

There are nine cities set up with models enabling better representation for residents, and know residents support elimination of the EPC aspect, and Mayoral appointments - of this ¼ century old model

Mayors must work with all Council members, not just personally selected members.

Meetings or seminars held explicitly by EPC under Section 78(1) terms of the Charter should be limited to consideration of reports or issues raised at the documented request of that Committee. Where Section 78(1) seminars take place, they should be minuted by a representative from City Clerks to ensure that there is a record of any discussions for reference in the event of any dispute. In any case where a Public Service report is updated, or recommendations made to add or subtract material as a result of those discussions, any changes should be documented and amendments accessible to anyone upon release of the report, except where in-camera rules would normally apply.

**City Centre -** As part of Recommendation 5, add additional direction to the Public Service to provide a formal interpretation of section 62.1 of the City of Winnipeg Charter for Council's consideration.

**6. Incorporate a mechanism to ensure all wards are reasonably represented on EPC over time.**

**LSWK -** That programs, grants, and authority at the discretion of individual Ward Councillors be upheld and bolstered to ensure local proprieties continue to be met and addressed by the area Councillor.

Given there is no recommendation to change the power structure for EPC, being the Mayor's domain, there is little use in expecting each ward to be represented on EPC as the expectation on EPC is to follow the Mayor's lead which may not correspond to a councillor's political commitments causing disfunction on EPC. A better way to deal with ward representation is to stop the erosion of budget programs that give a councillor some autonomy in serving their residents and businesses. When it comes to policies ad legislation, there is plenty of opportunity to a councillor to give appropriate direction ultimately subject to a democratic vote, especially if a ward office is appropriately resourced.

**Riel -** Tied to question #4 and whether a process could be established where the Mayor can select 4 members of EPC and Council vote on the other 2 members. Or establish a term limit to serving on EPC per mandate.

**EKT -** That the composition of Standing Policy Committees include a representative from each Community Committee.

**Assiniboia -** I do not support the EPC model, and therefore do not support this recommendation.

**City Centre -** No Recommendation

**7. Discontinue Community Committee role in the Development Application Process.**

**LSWK -** "7. That Community Committees continue to consider public hearing matters of a local nature."

There is a lot to say and consider when changing DASZ applications with LSWKCC councillors divided to some degree on this topic of a planning commission versus community committee and other committees being involved. Community committees can work well with changes to the path to Council where the final by-law decisions happen. There is a lot of work happening on the part of the Public Service to make improvements in the Review's Recommendation "15", and this effort will ensure appropriate information is on the table when community committees have to make a decision on an application. The Public Service right now are experts in the many matters related to a DASZ and secondary plans etc. One issue raised that needs to change is the added conditional uses and variances to a DASZ are on a different path, and LSWKCC believes the combined hearing matters should go together in a fashion that allows for some kind of appeal to Council. LSWKCC recommends that Community Committees continue to be the hearing bodies for public hearing matters that are of a local nature, as outlined in current By-laws, and that any final decisions do not proceed on the basis that some how councillors do not have the technical ability to make proper decisions which is falsely described in the MNP Governance Review related to.

**Riel -** That the Appeals Committee be considered in any changes or updates to the existing development application process mentioned in the Governance Review Final Report recommendations 7 and 15.

Ongoing discussion including around the Appeals processes

**EKT -** No Recommendation

**Assiniboia -** Request cross jurisdictional review of planning commission formats

Strong support of installing a planning commission

**City Centre -** As part of Recommendations 7 and 15, do not eliminate the role of Community Committee, but clarify the role of the committee and look at streamlining the process.

**8. Orient Indigenous Advisory Council to provide advice to Council as a whole.**

**LSWK -** In full support of this recommendation

**Riel -** Is this something that can be coordinated through the Human Rights Committee of Council?

**EKT -** No Recommendation

**Assiniboia -** In support

**City Centre -** As part of Recommendation 8, add additional direction to the Public Service to report back on options for additional full-time public service staff (IRD) dedicated to providing advice to Council as a whole

**9. Adjust proposed By-law amendment for Council Leaves of Absence.**

**LSWK -** This recommendation is fine.

**Riel -** House Keeping, refer back to Governance

**EKT -** No Recommendation

**Assiniboia -** In support

**City Centre -** No Recommendation

**10. Increase accessibility of Council meeting information to the public.**

**LSWK -** That consideration be given in future years' operating budgets to fund improvements and upgrades to the City Clerk's Decision Making Information System to increase accessibility to the public.

Our Clerks Department has thoroughly gone over the needed improvements to modernize Winnipeg's DMIS system which has been a leader on such systems since its inception in the late 1990's. DMIS is essential in the Mayor's goal of openness, transparency and accountability of Council and the city. LSWKCC strongly recommends that consideration be given in future Operating Budgets to approve funds to upgrade the Decision Making Information System.

**Riel -** Coordinate through the Clerk's office

**EKT -** No Recommendation

**Assiniboia -** Request Decision Making Information System Upgrade
Request Cross jurisdictional review of other city budget info presentations
Request simple / plain English

**City Centre -** As part of Recommendations 10 and 12, add the following additional recommendations:

a. That funding required to update DMIS be referred to the Budget Process
b. That the Public Service report back on making the Open Data portal more accessible
c. That the Public Service be directed to do a Lean Management process with Council (this process could be replicated with these external groups to look at ways to make Council decision-making and public engagement processes more transparent and accessible)

**11. Enable delegations to present to the Committee or Council after the Administration report on an item.**

**LSWK -** This recommendation allows the public to present a more informed position to a committee, and LSWKCC supports any method that can make this recommendation happen in an efficient and effective manner.

**Riel -** Coordinate through the Clerk's office

**EKT -** No Recommendation

**Assiniboia -** The removal of EPC and the removal of Mayoral appointments will ultimately change the 'structure' – so – this would come into consideration in the 'model' review

Request to research further into best practices in other cities

**City Centre -** As part of Recommendation 11, add additional direction to the public service to research best practices in other cities and report back with the implications in the City of Winnipeg

**12. Increase accessibility of Council decision-making and public engagement processes to marginalized groups.**

**LSWK -** That a further study be undertaken to examine how marginalized groups can be engaged and their accessibility be increased.

The feasibility of such a recommendation is beyond any description in the Governance Review. There needs to be a separate study on how to accomplish something a marginalized group may not care about. Marginalized groups empower themselves when any government is doing something to antagonize them. In terms of not being interested in civic government, councillor experiences can improve participation by actually being out there on the streets acting on their behalf. From 2010 to 2014, the voter turn out was much higher in marginalized areas in Mynarski for example.

**Riel -** Develop a Strategy

**EKT -** No Recommendation

**Assiniboia -** In support

**City Centre -** As part of Recommendations 10 and 12, add the following additional recommendations:

a. That funding required to update DMIS be referred to the Budget Process
b. That the Public Service report back on making the Open Data portal more accessible
c. That the Public Service be directed to do a Lean Management process with Council (this process could be replicated with these external groups to look at ways to make Council decision-making and public engagement processes more transparent and accessible)

**13. Ensure the results of public input on a matter before Council are readily accessible to Council.**

**LSWK -** There is has been a huge improvement in this reporting, and LSWKCC supports continuous improvement in disseminating the results.

**Riel -** More Discussion

**EKT -** No Recommendation

**Assiniboia -** 150% in support
Request Decision Making Information System upgrade
Request simple / plain English

**City Centre -** No Recommendation

**14. Establish an overarching Council approved strategic plan, including a framework to annually monitor progress, review priorities and renew the plan at least with each term of Council.**

**LSWK -** That the need for a multi-year Council approved Strategic Plan and Framework be enshrined in the City of Winnipeg Charter.

LSWKCC recommends that the overarching Council approved strategic plan is established in the City of Winnipeg Charter with a description of how all Council members will be involved in formulating the plan before it goes to Council for a vote unlike the budget that is presented to Council by EPC under the Charter.

**Riel -** We only had one Strategic Planning Session which really did not have an impact on our planning during this term. Should a Strategic Plan be taken from OurWinnipeg vision or is it completely separate and should it have an impact on our multi-year budget planning?

**EKT -** No Recommendation

**Assiniboia -** In support

The next Mayor and Council must secure greater Council and public participation in strategic planning through three additional meetings of Council: a strategic planning meeting, a budget direction meeting, and a regular, annual budget seminar presented shortly before the budget is tabled. Council should also meet for a strategic planning session as soon as possible after the next election.

**City Centre -** As part of Recommendation 14, add additional direction to the public service to:

a. Provide an update on the framework of monitoring progress, reviewing priorities and renewing the plan
b. Refer the creation of two-day workshops (to occur three times per year) on the four-year strategic plant for all of Council to the budget review process.
c. Create quantitative and qualitative benchmarks tied to the four-year budget cycle

**15. Streamline the Development Application Process.**

**LSWK -** Total support including streamlining a DASZ from community committee to Council.

**Riel -** Ongoing discussion including around the Appeals processes

**EKT -** No Recommendation

**Assiniboia -** In Support

There is much overlap in the development application approval process, elimination of EPC, in conjunction with the installation of a planning commission would streamline .

**City Centre -** As part of Recommendations 7 and 15, do not eliminate the role of Community Committee, but clarify the role of the committee and look at streamlining the process.