

Background

The legislation and by-laws that guide governance of the City of Winnipeg were established following the last comprehensive review of the City's governance system in 1997. MNP was engaged to conduct a review of the City's governance structure, by-laws and processes to consider ways the current model is effective and how it may be improved to further enable responsible and accountable governance.

Engagement

Public engagement aimed to understand residents' experiences with and opinions of City of Winnipeg governance structures, processes, and priorities for improvement. Residents were invited to provide input through an online survey (self-selected participation), an idea generation and commenting tool and online public events. Public events were held virtually due to COVID-19 and provincial public health orders.

Stakeholder organizations were also invited to provide input through focus groups and written submissions. Details on engagement opportunities are outlined in Table 1.

The City also contracted Probe Research to complete an independent survey of a random and representative sample of 600 adults residing in Winnipeg. Key Findings of the Probe survey are incorporated for comparison in this summary report and the full Probe report is included as Appendix C.

Promotion

Public engagement opportunities were promoted using the following methods:

- City of Winnipeg website – launched January 11, 2021
- News release – January 11, 2021
- Facebook posts with over 30,000 followers – January 11 to February 18, 2021
- Twitter posts with over 100,000 followers – January 11 to February 18, 2021
- Email to 81 identified governance stakeholders – January 18-20 and January 25, 2021.
- Newspaper advertisements in the Harold, Lance, sou'Wester, Metro, Times and La Liberte – January 20 and 27, 2021 -
- City of Winnipeg public engagement newsletter with over 2,700 recipients – January 15, 28 and February 11, 2021

Table 1: Public and Stakeholder Engagement Opportunities

Date	Activity	Details
January 11 to February 19, 2021	Web page	3150 visitors
January 11 to February 19, 2021	Online Survey (self-selected participation)	907 respondents (904 English, 3 French)
January 11 to February 19, 2021	Ideas tool	55 posts
January 11 to February 19, 2021	Written Submission	8 submissions
January 28, February 1, 3, 9, 2021	Virtual Public Event #1	10 participants
February 1, 2021	Virtual Public Event #2	10 participants
February 3, 2021	Virtual Public Event #3	7 participants
February 9, 2021	Virtual Public Event #4	9 participants
January 27, 29, February 1, 2, 3, 4, 2021	Stakeholder Focus Groups (7)	29 participants from 21 organizations.
March 10 to 26, 2021	Statistical Survey	600 respondents

Who We Heard From

Over 3,150 unique visitors engaged with the project webpage. 907 people responded to the online survey and

there were 55 posts to the Ideas tool. A total of 36 individuals participated in the virtual public events and 21

CITY OF WINNIPEG GOVERNANCE REVIEW

Public Engagement Summary



June 2021

organizations participated in a virtual stakeholder focus group.

Online Survey Respondents

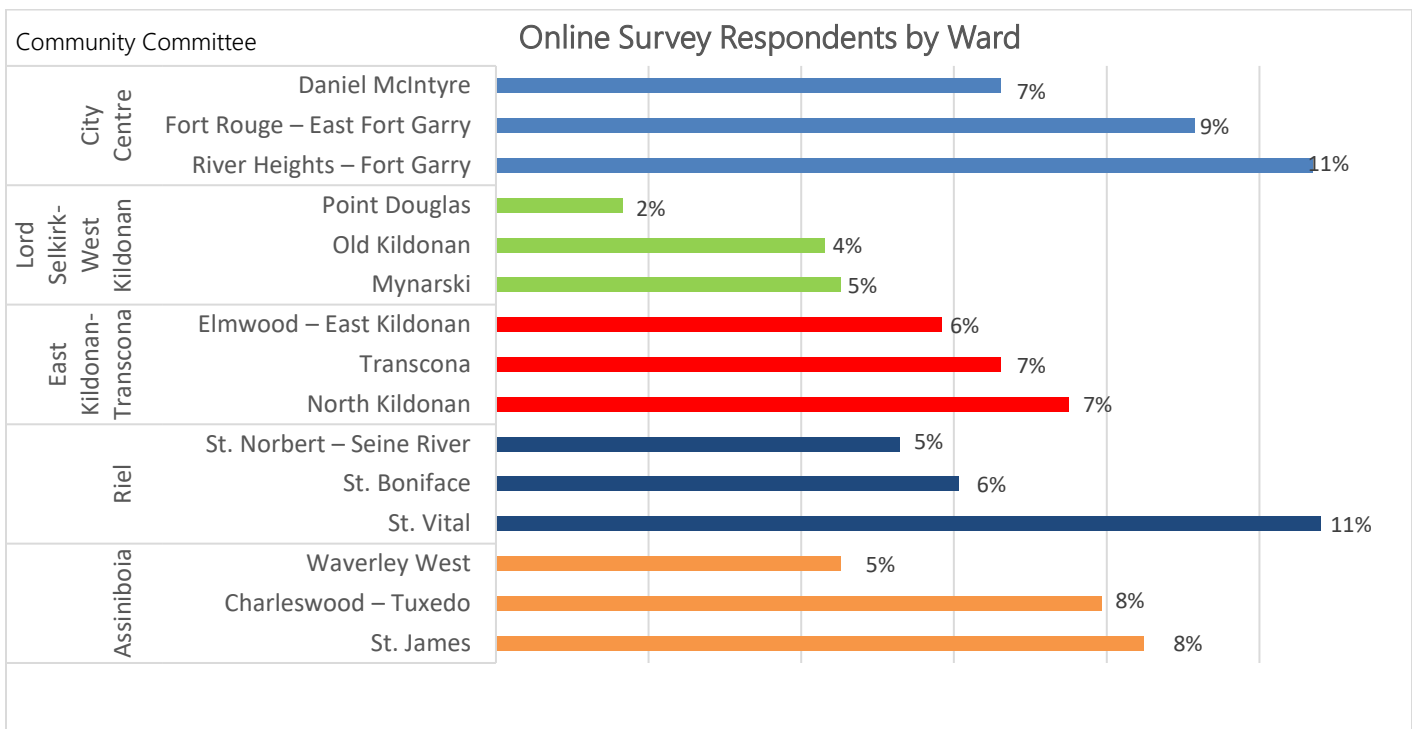
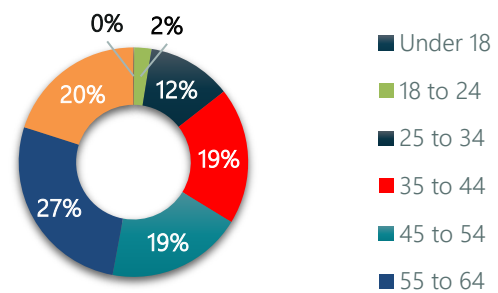
Response to the online survey was self-selected and was not a representative sample.

- 43% Female, 51% male; 6% prefer not to disclose, non-binary, or other self-described.
- 38% of online survey respondents were between 35 and 54 years of age, compared to 27% in Winnipeg.
- Residents under 34 years of age are under-represented in the online survey data; residents 35 years and older are over-represented.
- Households with income under \$40,000 are under-represented in online survey data.
- Residents of Point Douglas and Old Kildonan are under-represented; Fort Rouge-East Fort Garry, River Heights-Fort Garry, and St. Vital are over-represented in online survey responses.

Focus Group Participants

Participants in the stakeholder focus groups represented residents' associations, environmental groups, trails associations, recreation, community groups, vulnerable populations, business, industry associations, economic development and planning and development organizations. (see the complete list in Appendix E)

Online Survey Respondent Age



Key Findings

Each section presents online survey results and related themes from input received through virtual public events, focus groups, written submissions and the Ideas tool. Key findings of the statistical survey are included for comparison. It should be

noted that the questions and rating scales used in the two surveys were not identical. A summary table of key themes from what we heard and how it was considered in development of MNP's recommendations for improvement to the City's governance structures and processes is included in each section.

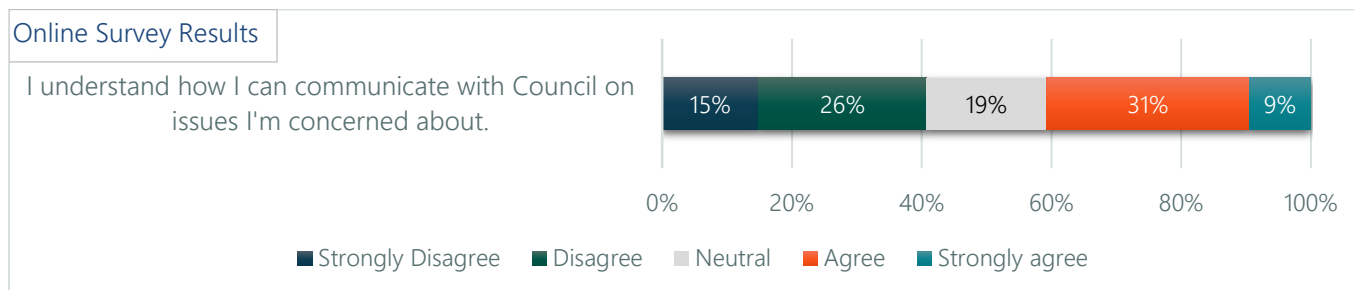
Detailed results and additional information are included in the appendices.

Participation in Council Decision-making Processes

Council and Committee Meetings / Hearings / Appeals

Forty percent of survey respondents agreed or strongly agreed that they understand how they can communicate with Council on issues they are concerned about. Focus group feedback indicated representatives of business organizations and some community organizations who regularly make submissions to Council and committees understand City processes and how they can participate in decision-making. These processes can be more difficult to understand for other organizations and average residents. Some community organizations and survey respondents commented they spend considerable time searching City agendas to determine when and where to make submissions on items of interest. One resident group suggested that a mechanism be developed to alert stakeholders of relevant issues coming before bodies of Council.

Statistical survey participants were asked how well they understand the City of Winnipeg governance system. Eighty-one percent indicated they had at least some understanding (twenty-six percent some understanding, fifty-five percent some grasp).



Online Survey comments, focus group input, and written submissions highlighted barriers to participating in Council decision-making processes, including adequate notice and available information, time and length of processes, parking difficulties, and availability of accessible transportation options. Concern was expressed with the length of time delegations may have to wait around to make their submission at a meeting or public hearing, as specific times are not provided. Participants reported that virtual meetings and hearings had somewhat reduced barriers around wait times. The most common concern among community organizations and a frequent concern raised in the online survey is inadequate time to prepare between when meeting agendas are published and the date of the meeting (four business days). Preparations include retrieving information and data, talking to members about the issue, analysing information and preparing submissions. Similar concerns were noted with notice periods for appeals (14 days), which may include weekends and holidays.

The timing of delegations at the beginning of meeting agendas was also raised as a concern, in particular when new information is presented in verbal reports (not included in published agendas) at the meeting. When verbal reports are given by the Public Service, delegations do not have this information when preparing their presentations, nor would they have a chance to react to it in the meeting.

There was some feedback from participants that the City seems to be more aware of the need for resident input in decision-making, however, there is still much room for improvement. Some survey participants and groups that represent vulnerable

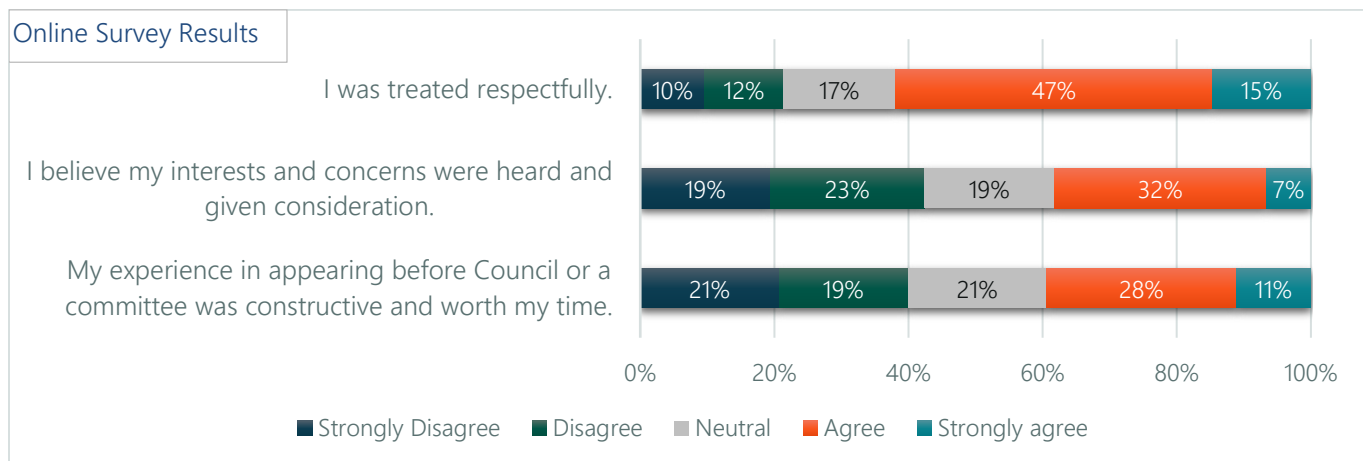
populations would like to see more proactive efforts from the City to seek out and enable diverse opinions on all decisions to be made by Council and its Committees.

Sixteen percent of statistical survey respondents felt the City does an excellent or good job of making sure all citizens have a reasonable chance to be part of decisions made by City Council.

There were mixed experiences among individuals and groups who have spoken to an issue at a Council or Committee meeting or at a public hearing or appeal. Representatives of business organizations and some community organizations who regularly make appearances and are familiar with the processes were more likely to report feeling respected during interactions with Council and its committees. They were also more likely to feel their input is given consideration. Many representatives of resident groups and other community organizations and some survey respondents characterized the experience as condescending or dismissive, and provided examples of Council members not paying attention. A major theme among survey respondents and community stakeholders is that residents' opinions are not considered with the same weight as that of industry and developers. There was also a common perception among online survey respondents and community-based groups that decisions have been made (informally) well in advance of submissions from residents, so that their time spent preparing submissions has little value. This perception also related to opportunities to influence budget development.

A very small number of statistical survey respondents had attended a Council or Committee meeting (n=9). Of these respondents, four felt the experience was worth their time, and two felt decision-makers were interested in hearing their views.

196 online survey respondents (22%) had appeared before Council or one of its Committees. These respondents were asked the following questions regarding their experience.



Public Engagement

Focus group participants provided positive feedback on the Office of Public Engagement and the new Engage Winnipeg website. Survey comments and other feedback indicated that public engagement practices generally have improved in the last few years, with additional room for improvement.

A major concern raised by many who engaged is that the City does not appear to use the feedback collected through engagement processes. To close the loop, some stakeholder groups suggested that administration reports and Council decisions should include how public input was considered in the recommendations.

Community groups noted that advance notice or longer engagement periods would also allow time for them to engage their members and provide collective feedback. One group representing several neighbourhood organizations suggested that with adequate resources from the City, they could consult their members directly on behalf of the City.

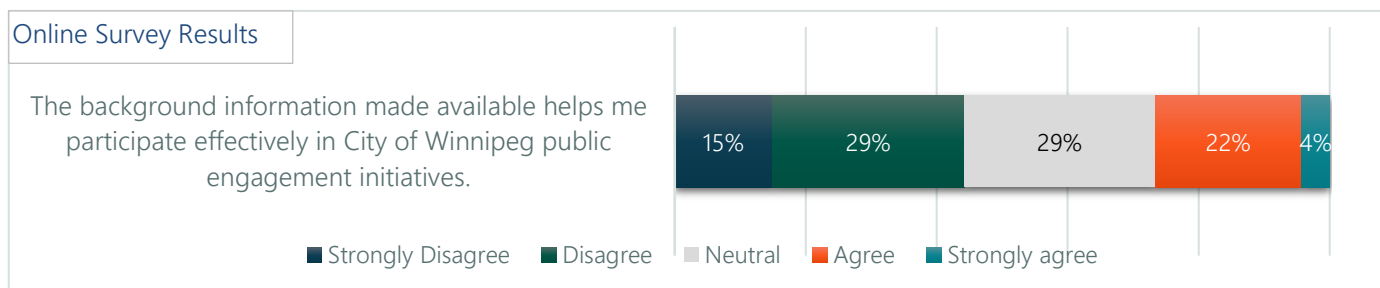
Some community and industry organizations proposed that stakeholder organizations should play a stronger, more collaborative role in developing and implementing City programs, budgets and policies, including membership on expert advisory committees.

Several groups commented that current practices are not sufficient to engage marginalized groups, who are often the most impacted by initiatives and decisions. They suggested that public engagement processes should “super-sample” those impacted the most, whether that is by geographic area or select demographics. In addition, they would like to see more pro-active features to enable accessibility and inclusion, including interpretation, transportation, access to computers, explanation of background information etc.

Information to Support Resident Involvement in Council Processes and Public Engagement

Information for Public Engagement

Almost forty-five percent of survey respondents disagreed that background information available for public engagement helps participants to participate effectively. Budget information was specifically highlighted as not being well understood by residents. Feedback in focus groups, written submissions and survey comments urged that materials be written in plain language, in accessible formats and available in advance. Some participants suggested that more time is required to understand complex materials before providing feedback, in some cases with a workshop to present information as a first step, followed by opportunities to provide feedback in a few weeks time.



Information for Council Processes

There was low agreement that information on issues being considered by Council is easy to find (13%), useful, and easy to understand (15%). Systems, including the decision-making information system and the open-data portal were noted by many to be complicated and difficult to navigate. Several groups also commented that the information is too technical and suggested that plain language summaries of bylaws and reports would be helpful. Some participants commented that availability of information on the City’s open-data portal has improved under the current administration; some feel that all data should be open to the public by default.

Statistical survey results were similar, with sixteen percent indicating the City does a good job of making sure it’s easy to find information about issues being considered by City Council and seventeen percent indicating the information is easy to understand.

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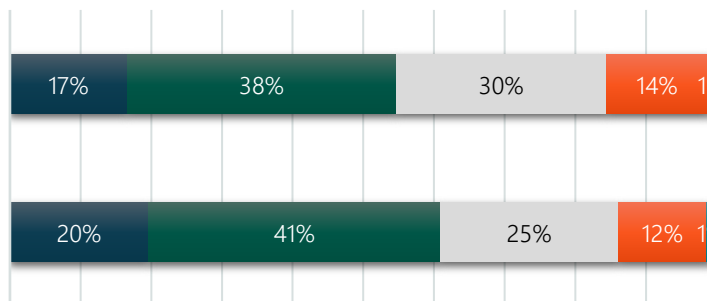
Public Engagement Summary



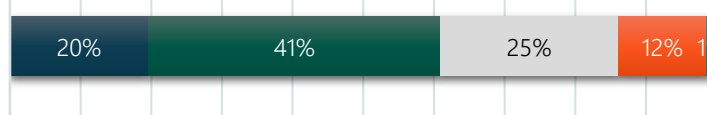
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Online Survey Results

Information on issues that are being considered by Council or a Committee is useful and easy to understand.



Information on issues that are being considered by Council or a committee is easy to find.



■ Strongly Disagree
 ■ Disagree
 ■ Neutral
 ■ Agree
 ■ Strongly agree

Table 2 –Key themes from public engagement about participation in Council decision-making

What We Heard	How it was Considered in Recommendations
The public is not provided with adequate time and information to effectively participate in Council decision-making. - Four days between published agendas and meetings is not enough time. - New information is often presented in verbal reports, that the public is unaware of and does not have a chance to discuss in their submission. - Information on the City's website is not easy to find or understand. - Challenges with advance notice and information available also apply to public engagement.	Recommendations include: - Increasing accessibility of Council meeting information to the public, including opportunities to simplify information and providing as much advance notice as possible. - Publishing Council's priorities in a strategic plan. This will provide advance notice to interested stakeholders of the issues that Council plans to address in a year.
Public input (individual and representative) is not considered in Council decision-making.	Recommendations include: - Shifting the placement of delegations to after the Administration report on an item so that public input is more meaningfully connected to the topic. - Ensure the results of public input on a matter before Council are readily accessible to Council, including formalizing a requirement to attach the results of engagement processes to committee/council agendas.
Public engagement would be improved through greater engagement with marginalized groups and the residents most affected by a decision.	<i>Recommendations above regarding information and advance notice are also applicable to public engagement processes.</i> Recommendations include: Designing protocols to increase accessibility of Council decision-making and public engagement processes to enable a diversity of perspectives, including marginalized and most-impacted residents.

Council Oversight of the City and Performance

Strategic Planning and Performance

Only eleven percent of respondents to the online survey agreed that the City provides effective oversight of City performance. Thirteen percent agreed Council is effective in ensuring the City uses resources as approved in the budget.

A strong theme arising from individual and group feedback was concern with the lack of a strategic plan with priorities, goals and targets and measurement against the targets. Many commented that while there seem to be many plans, reports and recommendations, it is unclear what issues are a priority, and budget allocations do not necessarily reflect these decisions. Some commented that the City's priorities could be assumed to be where the budget is allocated, others commented that the budget should be a means to implement a strategic plan, not the plan itself. A common theme among stakeholder groups is that City budgets should clearly state how they reflect or support City policies and plans.

In terms of measurement and reporting, feedback indicated that while there is reporting on budget spending, there is a need to understand what the budget investments are trying to achieve, so that reporting can be focused on outcomes. Groups and individuals suggested reporting on indicators in a dashboard format would provide valuable, easily understood information for residents.

Council's Oversight Role

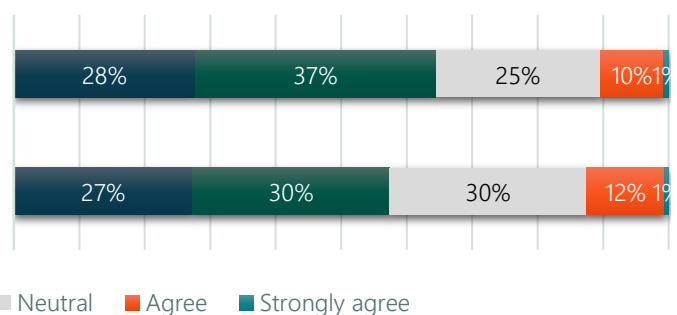
Sixty-eight percent of respondents disagreed that Council ensures the City is focused on the right things or addresses resident priorities. Several groups commented that Councillors do not receive guidance on their policy-making and oversight role. Some participants commented that Councillors can get caught up in the details of their constituents' day-to-day concerns, rather than focusing on matters of policy and strategy. Others felt that Councillors should be more available to address individual ward issues. Individuals and groups acknowledged that Councillors' responsibilities for both City-wide oversight and ward concerns makes it difficult for them to focus on their city-wide oversight role.

Twenty-two percent of statistical survey respondents felt that the City does an excellent or good job of making sure it works efficiently and correctly.

Online Survey Results

Council provides effective oversight of City performance.

I believe Council is effective in ensuring the City uses resources as approved in the budget.



Comments noted previously regarding concerns with the extent that the City uses feedback collected through engagement processes (public engagement, delegations, representations) also apply to Council's role in ensuring the City addresses resident priorities.

CITY OF WINNIPEG GOVERNANCE REVIEW

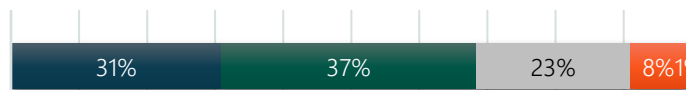
Public Engagement Summary



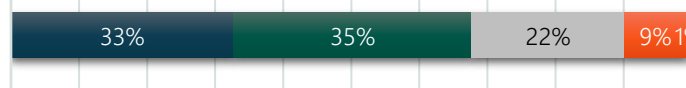
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Online Survey Results

Council ensures the City is focused on the right things.



Council ensures the City addresses citizen priorities.



■ Strongly Disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

Table 3 - Key themes from public engagement about Council oversight

What We Heard	How it was Considered in Recommendations
The City needs a strategic plan, indicators and measurement - City budgets should show how they reflect policies and plans - Measurement and reporting should reflect what we are trying to achieve (outcomes)	Recommendations include establishing an overarching Strategic Plan, including a framework to annually monitor progress, review priorities and objectives. The strategic plan would include policy goals, service expectations, resource priorities and performance objectives for the City. The plan should be informed by public feedback to ensure a clear understanding of resident priorities. Departmental plans would then align with the strategic plan.
Participants are divided on whether Councillors should be focusing on strategic matters or paying more attention to local constituent issues.	Recommendations include developing a formal orientation process for Members of Council including information on governance principles and their roles and responsibilities. Information on the roles and responsibilities should be communicated to the public to help them understand the full responsibilities of their elected Member of Council.

Council Decision-Making Processes

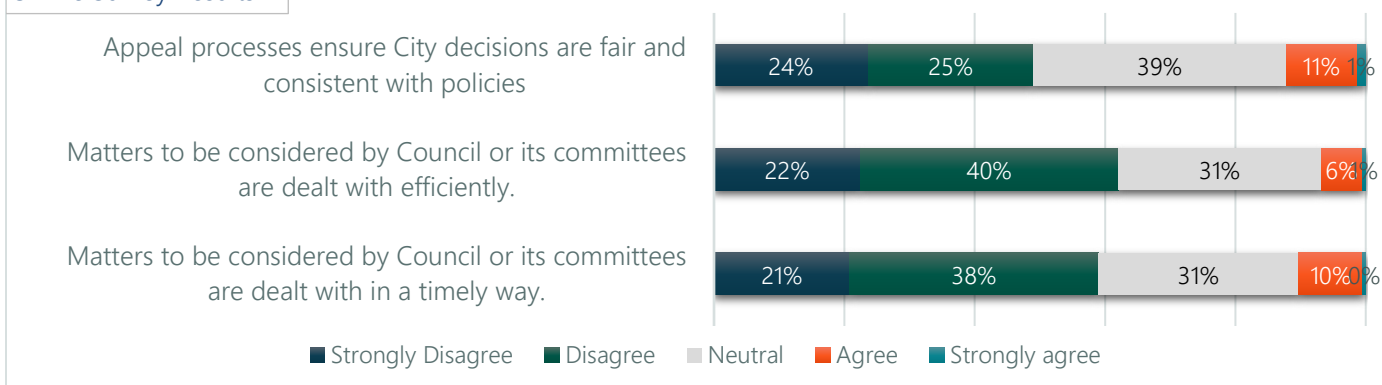
Efficiency of Council

Sixty-two percent of survey respondents disagreed that matters to be considered by Council are dealt with efficiently, fifty-nine percent disagreed that matters are dealt with in a timely way. Feedback received from groups and individuals with first-hand experience with Council processes indicate that timeliness of decisions is impacted by multiple committee layers, delays in receiving reports or decisions being deferred, and matters referred back to administration for further study. These stakeholders explained that lengthy delays can negatively impact initiatives if new issues have arisen, quotes have expired, or data supporting the recommendations is no longer relevant or accurate.

Some business, industry groups and survey respondents commented that the multiple processes and hearing bodies for planning and development applications and appeals are inefficient.

Statistical survey results were similar, with thirteen percent indicating the City is excellent or good at making decision in a timely way.

Online Survey Results



Effectiveness of Council Decision-Making

Only twelve percent of respondents to the online survey agreed current appeal processes ensure City decisions are fair and consistent with policies. Forty-nine percent disagreed or strongly disagreed. Feedback from groups interested in property development matters commented that there are limited opportunities to appeal development applications and the process merely shifts matters from one committee to another. Twenty-seven percent of respondents to the online survey agreed they believe Council overall makes decisions based on what they believe is in the best interests of the City; forty-eight percent disagreed. Written survey comments included some general concern with conflict of interest and ethics involved in City decisions.

Information Available

A major theme in public feedback is that Councillors do not have sufficient time to absorb an overwhelming amount of information when received just a few days ahead of meetings, particularly if there is a heavy agenda (e.g. when budgets are added to regular agendas). Many participants commented that it appears that Councillors need access to resources to assist with analysis, both in terms of expertise and volume of information. Many participants also commented that members of Executive Policy Committee (EPC) have earlier access to information and some information that other Councillors do not. As noted previously under information available to the public, verbal reports at meetings also impact Council's ability to make effective decisions.

Several focus group participants commented that City administrative departments are very siloed and may result in incomplete or conflicting information being provided to Council for decision-making.

Quality of Decisions

A major theme in public feedback was inconsistency in the decisions made by Council and Committees. Most references were to property development matters. Generally, individual residents and groups commented that many decisions are not consistent with existing plans, bylaws and policies. Many commented that the ward system encourages ward-centric decisions versus what is best for the city as a whole, with decisions often influenced by vocal local constituents. Lack of clear priorities were noted by some as impacting consistency of decisions. Business and industry groups expressed concern that inconsistencies in decision-making can negatively impact potential investments in the city.

Some community groups suggested that in addition to being consistent, the criteria for all decisions should be expanded to include impacts on the environment, public health, and social justice.

Several groups and individual residents commented that Council members do not have the required expertise to be making decisions on complex matters such as planning and development. Some suggested that such items should be decided by City administration or the Standing Policy Committee (SPC) that has the expertise.

There were differing views on the influence that public opinion should have on decisions before Council. Some business and industry stakeholders felt that decisions should be based on long-term priorities such as economic benefits to the city. Community groups and many individual residents felt their input should carry more weight, and specifically related to planning and development decisions, that the voice of neighbourhood residents should have more influence than those of developers or others from outside the neighbourhood. Individual residents, community-based groups, business and industry groups each felt that their input should influence decision-making to a greater extent.

The concerns expressed above related to inconsistencies in decision-making and the extent that public representations are considered in decision-making also include Appeal processes.

Twenty percent of statistical survey respondents felt that the City was excellent or good at making fair decisions. Forty-five percent felt the City did a fair job.

Online Survey Results

I believe Council overall makes decisions based on what they believe is in the best interest of the city.

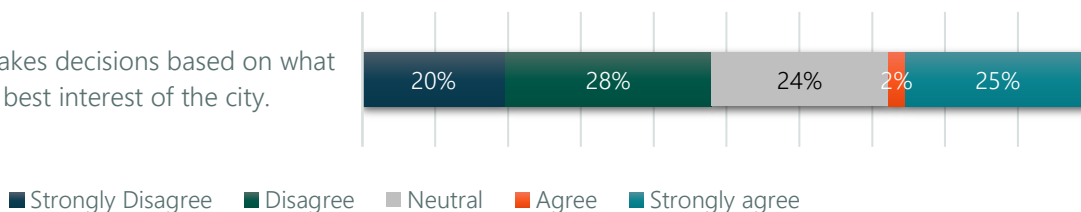


Table 4 – Key themes from public engagement about Council Decision-making Processes

What We Heard	How it was Considered in Recommendations
Council decisions are not efficient or timely. Multiple layers of reviews, hearing bodies, meetings are inefficient	Recommendations include: - Discontinuing the practice of informal reviews of Administrative reports prior to being presented to Council or committee. - Removing the layer of EPC recommendation between SPC and Council. - Streamlining the property development application process.
Council members do not have enough time and resources to absorb Agenda materials.	Recommendations include: - Providing all members of Council with equal access to resources, information and analysis. - Removing the layer of EPC recommendation between SPC and Council would reduce the number of matters and materials on EPC agendas.
Council decisions are ward-centric, inconsistent, and do not follow established by-laws and policies. Council members do not have the expertise to make decision on property development matters.	Recommendations include removing decisions on property development matter from Community Committees and having them heard by a neutral body with technical expertise.

What We Heard	How it was Considered in Recommendations
Members of EPC have access to information that non-EPC members do not.	Recommendations include providing all members of Council with equal access to information and analysis. (See also <i>City Governance Structures</i>)

City Governance Structures

Many stakeholder groups and individual survey respondents commented on specific Council structures, including Executive Policy Committee, Community Committees and wards.

Executive Policy Committee

Executive Policy Committee (EPC) was the most frequent topic of survey comments and a common theme in focus group discussions and written submissions. Opinions varied on the EPC powers and the way in which members are appointed. The majority of feedback asserted that as a majority of Council (along with the Deputy Mayor and the Assistant Deputy Mayor) the EPC has too much power. Among those who expressed that view, many suggested that EPC appointments should be made by Council. A smaller number suggested options for rotating SPC chairs, Deputy Mayor, and the Acting Deputy Mayor positions. Some related comments suggested that the Deputy Mayor and Assistant Deputy Mayor should be appointed from the existing EPC members. A smaller number of participants suggested eliminating EPC altogether. A minority of stakeholder groups and individual respondents agreed with the current structure and appointment process (Strong Mayor model), stating that similar to the Federal or Provincial system, the Mayor has a right to effect their mandate.

Many participants commented that members of EPC have access to information for decision-making that the other members of Council do not, which reduces transparency, and impacts effective decision-making. Community groups and residents commented that if their ward Councillor is not on EPC, their concerns and initiatives are less likely to take priority.

Community Committees and Ward Structure

As noted previously, there was some concern expressed with Community Committees' lack of expertise in planning and development matters and inconsistencies in their decisions. On the other hand, many community groups and individual residents expressed a desire to weigh in on issues of local concern at Community Committees. Some group representatives noted they would like to be able to put forward agenda items for Community Committee meetings. Many resident organizations submitted that they would like to see Resident Advisory Groups reinstated, possibly as a substitute for Community Committees.

Many participants commented that the ward structure encourages ward-centric decision-making, with some suggesting that Councillors be elected at-large. Others felt that wards are too large and should be smaller, so that Councillors can more adequately address constituent concerns. Some community organizations submitted that Councillors should have to live in the ward they represent.

Several survey and focus group participants commented that the downtown area should be a ward of its own. They noted that the current split of the downtown area among three wards does not properly represent inner-city demographics and area concerns.

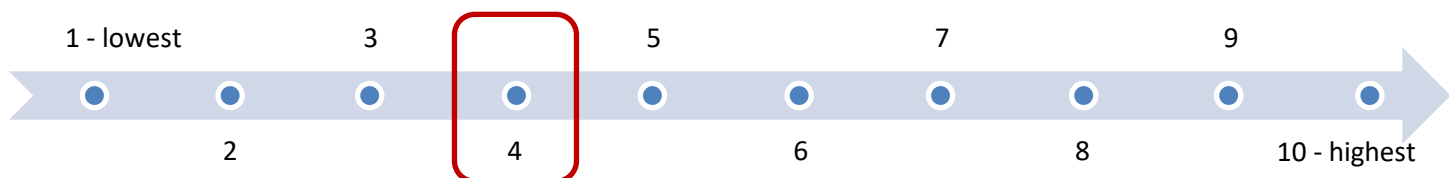
Table 5 – Key themes from public engagement about City Governance Structures

What We Heard	How It Was Considered in Recommendations
Executive Policy Committee has too much power and unfair access to information. EPC members should be appointed by Council.	Recommendations include: - Establishing a maximum number of appointments by the Mayor to ensure these appointments plus the Mayor, do not exceed 50% of Council. - Providing all members of Council with equal access to information and analysis. - Providing reports directly to SPC without prior vetting by EPC. - Allowing SPC to make recommendations directly to Council. - Developing a mechanism to ensure all wards are reasonably represented on EPC over time.
Downtown is not adequately represented when split into three wards.	Ward structure was not within the scope of this governance review.
Ward structure encourages ward-centric decision-making. (See also <i>Effectiveness of Council Decision Making</i>)	Recommendations include removing decisions on property development matter from Community Committees and having them heard by a neutral body with technical expertise.
Residents and community groups want a venue to provide their input, whether that is Community Committee or another structure.	Recommendations include ensuring that the public has adequate notice and opportunity to participate in public hearings, Committee and Council meetings.

Overall Satisfaction with the Governance of the City

Online Survey Results

Average score out of 10 = 4



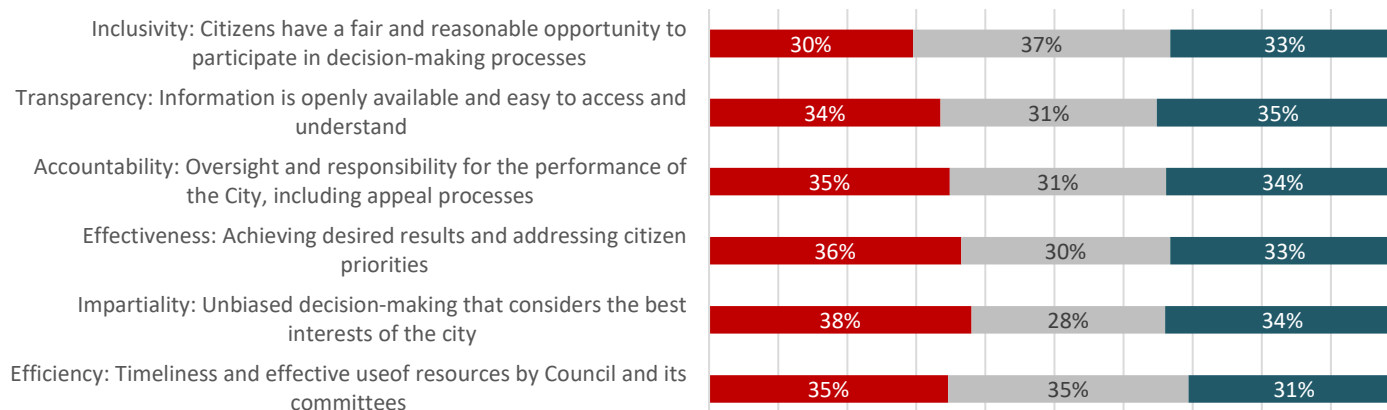
Priorities for Improvement to Council's Governance Practices

Survey respondents were asked to indicate, on a scale of 1 to 10, how much of a priority they felt it was for City Council to improve their current governance practices under each principle. There was very little difference in the average priority rating for each governance principle; the average priority rating for each was between 5 and 6.

Online Survey Results

Priority for Council to Improve Governance Practices

■ Low (1-3) ■ Medium (4-7) ■ High (8-10)



Top 20 Themes from Online Survey Open-ended Comments

Online survey respondents were asked to share any additional comments or concerns regarding Council's governance of the City of Winnipeg. We received over 530 comments, covering a wide range of topics, including those not related to City governance such as traffic, transportation or specific infrastructure. The 20 most frequently mentioned themes pertaining to the City of Winnipeg's governance are presented below.

Theme	#
EPC has too much power - members have unfair access to information, ability to influence administrative reports.	78
Non-EPC Councillors do not have timely and full access to information and reports	22
Committees / Council not listening to residents' opinions - public consultation feedback, delegations and submissions have little impact on decisions.	41
Committee / Council seems to have made decision already by the time the public can speak to an issue.	13
Information available to the public needs to be more timely, easier to access, easier to understand, communicated proactively.	40
The City lacks a strategic plan and performance measurement.	38
Committee / Council decisions biased towards developers, other corporate interests	38
Poor oversight of City operations (including staff conduct).	36
Desire for more resident involvement in decision-making including advisory councils, plebiscites, commenting on agenda items etc.	27
Ward system promotes individual agendas, bargaining and negatively impacts effectiveness and consistency of decision-making.	30
Committee / Council decisions biased towards special interest groups.	30
Inefficient Council processes - Multiple layers of committees, additional reports being requested, reports taking too long.	21

Theme	#
Disrespectful treatment of residents by Council and Committee members, City staff.	17
Committee and Council meetings not easily accessible by public (time of day, duration, location process). Zoom attendance is an improvement.	16
Specific concerns with planning and property hearings and appeals.	16
Inconsistency in decisions made by Committees / Council; not following own policies, plans, bylaws.	15
General concerns with ethics, conflict of interest.	16
Public engagement should be more accessible, inclusive, have an impact on Council decisions.	14
Poor transparency and accountability.	14
Poor attention to local issues by Councillors.	12
Council Member decisions made for personal benefit, pet projects, not in the best interest of the city.	11
We need more action, fewer studies.	11
Plebiscites should not be used to decide on important issues - Leaders should study, decide what is best for the City.	11

Key Findings of Probe Research Survey

The following is extracted from the Probe Research Report. The detailed report is included as Appendix C.

"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."

Next Steps

Key findings from the stakeholder and public engagement have been considered along with the findings of the Preliminary Report (current state and comparison with other Canadian cities) to inform MNP's Report of Recommendations to improve the City's governance structures and processes. The report of recommendations will be submitted to Council in winter 2021/22 for their consideration.

Appendices (separate document)

Appendix A – Online Survey Results

Appendix B – Ideas Tool Results

Appendix C – Probe Statistical Survey Results

Appendix D - Written Submissions

Appendix E – List of organizations that participated in a focus group

Appendix F - Promotional Material (Facebook & Twitter Ads, Newspaper Ads)

Appendix G -Data Collection Tools

- o Survey
- o Written Submission Guide / Focus Group Question Guide
- o Public Event presentation and questions