
Closing Themes



City Council should focus on policy and oversight

What is the proper role of City Council? To develop policy, to set direction to match the public's priorities, and to provide oversight to ensure the direction is acted on. Council clearly tries to focus on these objectives, but time and again, process or management issues draw their attention away.

Several major consultant's reports or external inquiries have stopped to note of this trend. Here are just three examples:

The City of Winnipeg Property Tax Assessment Inquiry ("The Scurfield Report"), 1996

"Elected officials should take care to create an environment in which administrators can implement the policy decisions of Council and attend to the financial management of the City's affairs without having to concern themselves with micro-management by politicians. In simple terms, those elected to govern should govern, and those appointed to manage should manage....

City Councillors, both past and present, must accept much of the responsibility for the distortion of the business model."

City of Winnipeg Organizational Review and Performance Assessment ("The Cuff Report"), 1997

"There is an apparent lack of focus on the 'policies' of the City; little reference is made to them, many do not know if they exist, and if so, in what format... the lack of such a focus encourages the 'micromanagement' of administration by Council and its Committees."

"It is our view that Council and committees have either been encouraged or condoned in their involvement in what we term 'administrivia.' This has occurred as a result of a less than rigorous approach to what issues are placed on the committee agendas and the lack of a policy framework around those issues. As a result, and not necessarily because of any intended design, Council members have been increasingly drawn into administrative decision-making." [our emphasis]

Summary of Responses, BDO Dunwoody Consumer Experiences Study, 2005

"Involvement in the decision making process regarding issues such as color, size and shape of buildings by publicly elected officials is not appropriate and generally unheard of in other municipalities. A councillor should not be involved in planning and development of a building..."

"City planners are good, but politicians often interfere and do not allow planners to do what they are hired to do..."

"Councillors are perceived to be the problem behind the advancement and development of the City. The City loses business when councillors get involved in [the zoning] process."

* * *

Time and again, observers describe blurred lines of authority between politicians and public servants. The result: processes are sidetracked mid-stream, or approvals are slowed down as public servants look over their shoulders.

"Too often, the established procedures or guidelines which 'must' be followed do not (or only loosely) apply to a given situation, but the city and its employees are forced to follow the rules like a pack of blind lemmings headed for a cliff."

- Citizen submission

Why does this happen? Ask Councillors why, and the answer is usually the same: Councillors feel compelled to step in to help citizens get better service, or to remedy cases where public servants are inflexible in their application of rules or processes (see below). It is hard to fault Councillors for this thinking.

But political intervention in public service management fosters the very inflexibility it is intended to cure. Both the Scurfield and Cuff reports noted that political intervention in minor management issues builds a business culture that rewards "safe" – in other words, inflexible – decisions by managers. Political priorities start to become confused with management practices.

Political priorities should and must be communicated through budgets, policies and laws. But once communicated, oversight is the next step, not political management.

If Council is unhappy with the results gained, then it can and should hold managers accountable. Council can also try to amend policies to make direction clearer. Several of our recommendations will free up Council's time, remove politicians from micromanagement of issues, and shift Council's role to focus

on prioritization, planning and oversight. Council must embrace the Board of Directors role that others have seen as its proper sphere since the 1900s. If it does not do so, more red tape will be the result, as procedures, decisions and by-laws are altered to try to manage problems that Council is poorly placed to manage.

Our Public Service wants to be more facilitative and flexible

That said, public servants can and should take action to be more facilitative and customer-focused. Despite the best of intentions, some public servants in Winnipeg can often be inflexible in their application of rules and procedures. This is not how it should be, and many public servants we spoke to would rather it were otherwise. Process matters in government, but results matter too, and it is important to consider both in any decision.

It is worth recounting the oft-raised subject of checklists. These were a constant topic of discussion for the Commission. Strangely, while many industry groups talked about the need for better, more facilitative service, they also expressed frustration when City officials helped customers who arrived at service points without the information they needed to file a proper application.

In the 'old Winnipeg,' a few public servants might have simply shrugged their shoulders at the contradiction. What we need is a newer, more proactive approach to such problems, and sometimes, we saw that. The Planning Department is just finishing work on checklists so applicants know what they will need to file a finished application for certain projects or permits. The Department developed the list because customers told them that they were upset at having to come back time and again to respond to new questions. This is a positive step.

So, how to please the customer who has all of her information, but still serve the uninformed newcomer? A facilitative organization will put themselves in the customer's shoes and try to communicate to both. In Las Vegas, building regulators have used checklists for years. Their solution is as elegant as it is simple. Staff have placed a large visible sign in their hallway (copied elsewhere in City brochures and publications) that says, "this is what you will need before we can serve you" and lists the necessary information. Staff make it clear that the alternative is more lineups, slower service and higher costs. Perfect service? Perhaps not, but it may feel a lot more 'facilitative' than waiting in line only to be told to turn back without an explanation. For the customer who arrives without the required information, the effort to explain the process is progress; no change in by-laws necessary.

Small steps like these can make a huge difference to the customer experience. After all, while many citizens told us privately that they feel intimidated at City Hall. It was not the complexity of By-Law 6400 or the wording of a form, so much

“This is not so much a red tape commission as a fairness commission, as most of what we have heard has to do with how rules are applied rather than the actual rules themselves.”

- Assiniboia Chamber of Commerce submission

as it was examples of service – like one incident where Commission staff watched as a City official repeatedly interrupted an ordinary citizen during an appeal presentation (with no demur from the Committee Chair). The citizen’s error? He did not use the “correct legal definition” of ‘landlocked’ in his comments – as if that mattered so much to warrant a hurried interruption.

Examples like the above are too common, but they pale in comparison to everyday, unsung stories of positive, caring service delivery. Of course, the goal must be to offer that level of service in all cases. The Commission saw plenty of evidence to suggest that Winnipeg can come closer to that goal if talented public servants are allowed to resolve problems without having to look over their shoulder for political approval at every step. Our strong language about an “obsession” with customer service is not unrealistic; a recent “Employee Culture” survey found that most members of Winnipeg’s Public Service are proud to be working for the City. With the freedom to act, frontline public servants are the people best-equipped to deliver on service improvements, small and large. If they can deliver on those changes, citizens will quickly lose the habit of turning to politicians to solve problems best addressed on the frontline.

Follow-through: financial issues, leftover items and implementation



Final report of Winnipeg's Red Tape Review Panel, July 14, 1998.

This report cited several promising examples of reforms in progress. But once the report was filed and the Panel dissolved, several recommendations fell off the public agenda; victims of the struggle between the “urgent versus the important” at City Hall.

The challenge of implementation

City Council must make the final decision on how many of our recommendations will be implemented. If all of our recommendations are acted upon, several departments will experience bottlenecks as a result of new projects sent their way. To give City Hall the time it would need in any scenario to flesh out details or properly stage changes, we outline a three phase schedule in our *Implementation Notes* that would space decisions and actions over several months to give Council time to review each issue individually.

The phases are:

Phase I: June to September, 2005

Proposed for intergovernmental communication, and consideration of minor changes in by-laws and public service procedures.

Phase II: September to December, 2005

Proposed for major by-law changes where little additional consultation is needed (like the Entertainment Funding By-Law amendments) and changes for the next fiscal year (such as the internal charges policy).

Phase III: January to December, 2006

Proposed for major changes that will require extensive edits of by-laws, like the phase-out of business licenses.

We propose challenging timelines. We believe in the need for swift action on several of the more important recommendations, if for no other reason than to send the signal that Winnipeg is open for opportunity once again.

We are publishing detailed implementation notes in part to avoid a repeat of recent history. More than once, the Mayor's Red Tape Commission has heard suggestions that the City's 1997 Red Tape Review Panel had already cut the City's red tape. Why have another review so soon?

The history of the Panel is instructive. Created at the initiative of Councillor John Angus and chaired by Councillor Shirley Timm-Rudolph, the Panel first reported recommendations in June, 1997. City Hall reported back on implementation in July of 1998. The Panel – officially part of City Council's 'Ad-Hoc Committee on Business Liaison' – was formally dissolved in December, 1998.

Working from public service responses to the Panel, the 1998 update reported action "in-progress" on several recommendations. The problem: between then and now, many of those recommendations were never actually implemented – surely a victim of the "urgent first, important later" pressures that are a normal function of government.

"The Red Tape Review Panel also recommends that the Executive Policy Committee give favorable consideration to the establishment of a new Red Tape Review Panel in two years time, to then review the current regulations, processes and procedures affecting customer service and other areas of service delivery."

Report of the City of Winnipeg Red Tape Review Panel to Executive Policy Committee, July 14, 1998

The Panel's final letter to City Council called for a new red tape panel every two years. This recommendation was ignored. Had it been heeded, the failure to implement *Partners for Public Service*, standardize development agreement parameters and other delays might have been caught and remedied. Instead, over seven years later, our Commission found itself revisiting those same issues.

The Commission's chief challenge to the public, the public service and Council is to forever end the habit of characterizing work-in-progress as the sole measure for action. Our proposed timelines are challenging because they have to be – otherwise, change will be “laid over until the next meeting” in the face of other pressures. Where the 1997 Panel was content to measure success as work underway, the Mayor's Red Tape Commission intends instead to rely on the public to measure success or failure, with publicly measurable targets built into the annual reporting system.

One point worth mentioning: public servants may delay change because they have no choice: they do not have the resources available to act. And so it may be useful for the Commission to speak to another issue, namely the costs of implementation.

Financial impacts and mitigation

Change costs money – especially when some of the changes involve ending the City's collection of taxes and fees through complex formulas. But while the Mayor's Red Tape Commission's proposals will require financial adjustments and some expense to implement, we believe the necessary adjustments can be accommodated within the City's medium term financial plans. All told, counting major recommendations only, the major cases of financial exposure arising are:

- A proposed *shift* of \$2.1 million from specific business licenses to a formula of cost-recovery billings for inspections and enforcement
- A proposed reduction of \$400,000 in entertainment tax revenue through elimination of the performance-based tax formula and much simpler application of the tax overall, with a potential offset through tax broadening;
- The reservation of \$1 million in the capital budget as a float for local improvements, rather than the current process which budgets each improvement on a project-by-project basis (this is a change in how local improvements are booked, not in what is spent).
- The fluctuating costs of implementing Recommendation 13, offset entirely by cost-recovery fees; and
- A proposed reduction of approximately \$840,000 for home business licenses-in-lieu, without any target date specified.

In short, with the exception of the home license recommendation, offsets are built into every major recommendation.

Some recommendations, while small, will still draw on City resources. Legal Services, the City Clerk's Department and Corporate Finance may bear the brunt of these pressures, and this should be considered in any future planning if our recommendations are largely adopted. That said, we encourage Council and the Winnipeg Public Service to take a global view. New work in one area should be balanced against the reduced pressure from other recommendations, for example.

“Various permit fees, in general, appear reasonable compared to other municipalities.”

Summary of responses, BDO Dunwoody Consumer Experiences Study

The Red Tape Commission made a point of not estimating administrative savings to allow public servants to focus on management questions. Nevertheless, it is clear that administrative savings will result from some of these measures, even if all staff are redeployed.

A final point: the bulk of the remaining recommendations effect the Planning, Property and Development Department, which would be expected to support significant changes to by-laws, programs, policies and operations over time if these changes were implemented. Without in any way seeking to direct budget policy, the Commission wishes to make three observations that Council is free to use in its deliberations on this issue:

1. Without exception, every developer we asked agreed that he or she would pay more in fees *if doing so would mean better service*, on the important condition that increases or fee alternatives¹⁰ be linked to service changes and not be part of a simple lunge for general revenue.
2. The Mayor's Action Plan includes a commitment to make the Planning, Property and Development Department a self-financing operation.
3. Several major stakeholder groups told us that the Planning, Property and Development Department was understaffed at key points of service and during key points of the year. Faster service would mean faster construction, which in turn means more revenue to fund faster service in a pure cost-recovery model. In the long term, more than one submission wondered if these observations were the beginnings of a virtuous circle.

Again, these points are raised only as observations, on the understanding that City Council must balance several competing priorities in coming budget years.

¹⁰ For example, Las Vegas' program to charge a fee for developers who wished to meet all officials in the same room for a 'single-step' approvals meeting.

Unfinished business

The Mayor's Red Tape Commission was asked to report before the end of June, 2005. The timeline was relatively short, but the deadline had the virtue of forcing the Commission to focus most of its work on five larger systems: permits, by-laws, customer service delivery, rezonings and licenses.

Commission members were all volunteers, and they took a great deal of time away from successful careers to participate in meetings. The inevitable result: we did not cover every issue nearly as thoroughly as we would have liked. And some issues we flagged as important were not covered at all. However, there is no reason why Winnipeg needs to wait for another red tape commission to address those concerns. We list several important issues that we did not formally consider below.

1. Police Services

The Police Service was the only Department to tell us that it had 'no red tape.' In a reply to a request for information, the Department argued that all it needed was more resources. Before the Commission is wound up, we will be writing to the Department to encourage it to take a second look, as some concerns were brought to our attention.

2. Plan Winnipeg.

The Planning, Property and Development Department forwarded several creative ideas to expedite the Plan Winnipeg process. Most notable: a proposal to replace the need for Ministerial approval with a Ministerial veto, saving time on routine amendments to the Plan. While the Commission was informally supportive, we did not have time to weigh the merits of this or alternative possibilities in any detail, and instead focused on the need to simplify processes under the City's direct control.

3. Encroachments

To ordinary citizens, the best way to explain encroachments is with the word "patios." We received several submissions with respect to patio approvals; many of these were among the most complex and difficult red tape stories submitted. The Planning Department is certainly aware of these frustrations, and proposed greater delegation of authority as one solution in its submission to us. We agreed, but did not have an opportunity to discuss a more detailed recommendation. The Commission will be writing to several City officials to raise this concern more broadly.

"However, for the last year, the Winnipeg Police Service has been unable to furnish criminal record checks upon application; applicants have had to wait for their record checks to be completed and mailed out. Resulting hiring delays put undue strain on understaffed facilities, and in some cases even cause suitable candidates to seek employment elsewhere, extending the hiring cycle. It is worth noting that the Winnipeg Police Service is the only police department in the province that is unable to furnish criminal record checks while applicants wait..."

- Association submission

4. Signage rules and regulations

The Winnipeg Chamber of Commerce asked us to seek a City review of signage regulations, citing frequent complaints about the flexibility, consistency and approvals. Several submissions gave us cause to agree, but we did not consider this as a formal recommendation.

5. The Urban Design Advisory Committee

This Committee was created to resolve design issues – particularly within historically significant areas – at an earlier stage of the construction process. A few submissions cited this as a subject for concern. But the concerns were contradictory. Some builders, developers and architects saw the new process as a negative, while others saw it as progress and hoped we could help to accelerate its implementation. Given this lack of consensus, the Commission turned its attention to other issues..

6. Fundraising

Although the Commission had hoped to explore and endorse a simpler model for regulation of fundraising licenses in the City, it was unable to find an appropriate proposal in the time allowed.

7. Demolition

The Planning Department identified a serious conflict between the City's approach to demolition enforcement and the City's desire to see buildings rehabilitated; in some cases, it appears as though buildings that might have been rehabilitated were ordered demolished before this could begin. We will forward notes on the issue to appropriate authorities at City Hall.

8. The City Website

Citizens, councillors and the *BDO Dunwoody Consumer Experiences Study* all raised concerns with the City's website. Despite recent changes, users found the website lacked consistent information, was difficult to navigate, and often seemed designed to help government rather than to help citizens and customers. Departments were inconsistent in the information offered. Recommendation 24 offers some suggestions to make the website more useful, but the Commission did not wish to delve into website design in too much detail.

9. Availability of strategic information

Several submissions asked the Commission to help improve citizen and business access to information tools – for example, the Land Base Information System and City traffic studies. Anecdotal checks suggest that Winnipeg may be behind other cities in this respect; this was certainly the view of the business organizations that raised this issue. The Commission will be writing to City officials to recommend that this be pursued further.

10. Taxicabs

Both the Winnipeg Chamber of Commerce and individual cabbies raised problems with respect to cab access. Apparently, cabbies feel they are repeatedly targeted for ticketing on pickups, fares and dropoffs. According to the Chamber, this is a particular problem in and around the MTS Centre, and suggestions were made to help remedy this problem. If accurate, this is not an obscure problem: taxis are important for downtown residents who may wish to get by without a car, and the City's current policy is to grow the residential population downtown. Nevertheless, the Commission was unable to follow-up in the time allotted, and so is forwarding this concern to the Chief Administrative Officer and the new Winnipeg Parking Authority for further attention.

11. Greater delegation of authority

If micromanagement is a problem, then greater delegation of authority to staff in the frontline is the solutions. Here, as elsewhere, the Commission received useful data on where there are bottlenecks of approval for routine City functions, and we will forward this data to the Mayor's Office for future consideration.

"[A Taxi's] ability to properly serve customers is interrupted by the issuance of tickets by commissionaires to taxi cabs. Even serving customers for the new MTS Centre is interrupted by the issuance of tickets in front of this new attraction."

- Winnipeg Chamber of Commerce Submission

Appendix: Operations

Operation of the Red Tape Commission



Mayor Katz launches the Mayor's Red Tape Commission, November 23, 2005

Operation of the Commission

The Commission generally met over lunch at least twice monthly between November 24 and June 16, with one additional meeting to share ideas with senior managers from the Planning, Property and Development Department on April 26. The Commission was made up of volunteers who did not receive a per diem or other compensation for their time.

Staff were responsible for forwarding most of the draft recommendations to the Commission for discussion, soliciting public service feedback and briefing members on issues. Several Commissioners also worked on drafts of recommendations and background materials outside of formal meetings, offering drafts, advice, and direction for research.

Recommendations were frequently amended as a result of fast-paced, informal and often vigorous debates. In several cases, recommendations were deliberately simplified to allow public servants some discretion in responding to the proposal.

The Red Tape Commission does not have a monopoly on ideas. To ensure that there is room for creativity in implementing our suggestions, we included goals for each recommendation. Alternative implementation strategies should be judged on whether they are a better means of meeting that goal.

What the Commission was *not* created to do

Now and again, some minor restructuring might be useful to implement one of our recommendations. Administrative savings can certainly be found. But it was not our responsibility to act as a “Waste Commission” or a “Restructuring Commission,” and our recommendations must be read with this in mind.

On instructions from the Mayor, our priority was to find ways to help the City cut red tape that stood in the path of existing objectives, not to replace the budget process or act as a program review. We did make recommendations that would have budget impacts, but we did so primarily because these were cases where we judged the time and energy used to be high relative to the benefit accruing to citizens and government.

Submissions and other sources of information

To help guide its deliberations, the Commission asked citizens, businesses and organizations to submit ideas before January 31, 2005. Many submissions arrived after that deadline, and we considered them all. Some of the latecomers had an important influence on our deliberations.

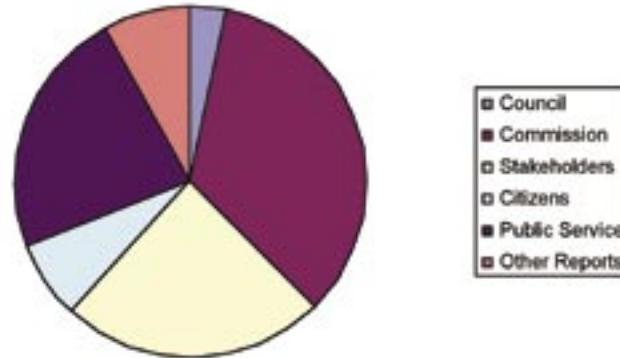
The Commission also relied on the *BDO Dunwoody Consumer Experiences Study*, co-funded with Destination Winnipeg. The study team was led by Eric Stefanson, and his team interviewed chief executive officers, company presidents and regional vice-presidents from companies that together represented hundreds of millions of dollars in recent investment in Winnipeg.

But when it comes to red tape, people like to talk. Commissioners received more input from informal meetings, hallway conversations and formal interviews than any other source. Together, Commission staff and Councillor Magnifico interviewed six city councillors, and informally shared ideas with several other councillors and the Mayor. Board members or staff from several organizations – including CentreVenture, Save Our Seine and the Urban Development Institute – were interviewed in lieu of a written submission. In the majority of cases, Commission staff and the BDO Dunwoody study team found respondents unwilling to speak or write to the Commission unless confidentiality was guaranteed.

Submissions came in every possible form: handwritten, e-mails, voice mails and phone calls. In the end, the Commission received over 150 written responses to its call for ideas. In over a dozen cases, these responses were submissions from professional or business organizations (like the Winnipeg Chamber of Commerce), several of which had themselves surveyed hundreds or thousands of members. Commission staff conducted over 50 formal interviews, and drew on the published

results of 30 interviews conducted by BDO Dunwoody's study team. But the largest single source for ideas was the Winnipeg Public Service. Every department filed a submission of some sort, save one – the Police Department, as noted earlier.

“Root source” for Commission recommendations



Since someone will no doubt ask, the above chart gives an imperfect but useful review of the “root source” for our recommendations. For example, a citizen submission was the first to call for an easy-pay policy, producing a chain of research that led to Recommendation 5, and so a citizen is counted as the root source for that Recommendation. Recommendations 5.1-5.3 were all the result of Commission discussions, and so the Commission is cited as the root source. Councillor Magnifico – the source for several ideas - is counted as a Commissioner above.

Solutions must come first

Observers noted that the Commission did not hold public hearings. With good reason: our biggest challenge was to avoid the necessity for personal investigations that public complaints would generate.

Overall, we did our best to focus on policy, revisiting individual cases only where it was felt necessary to illustrate a policy point. We candidly criticized flaws, and discussed how polices look from the customer perspective. But despite a clear call on our part to keep submissions constructive, responses and submissions occasionally wandered into personal issues or accusations, making it difficult for us to follow-up without stumbling through a time-consuming cross-check of facts just to be fair to all sides. In any future Red Tape Commission, members need to be mindful of this challenge, and work doubly hard to solicit and obtain as much constructive input as possible, and to devise newer and more methodical means of gathering that input.

Membership of the Commission and Staff Support

The Commission was appointed by the Mayor on November 23, 2005. Members were chosen to reflect a mix of professional and process management experience from outside City Hall. While several members represent major organizations as presidents or board directors, none of them was chosen to act on behalf of that organization. Commission members were asked to give advice on issues outside of their day-to-day professional roles, and often did so. The Commission's membership included:

Franco Magnifico (Chair)

Councillor Magnifico (St. Boniface) earned his reputation as a direct and candid advocate for small business during his tenure as a Vice-President of the Manitoba Hotel Association and as the owner and proprietor of the St. Boniface Hotel. An active promoter for charities too numerous to list, he was awarded a Manitoba Medal for his community service in 1995.

Stuart Duncan (Vice-Chair)

Stuart Duncan is putting his considerable corporate and financial experience to use as President of Destination Winnipeg, the City's new economic development agency. But he is also experienced as a government advisor on economic issues and regulatory reform, including past service as Chief Executive Officer of Manitoba's Economic Innovation and Technology Council.

Dave Angus

Dave Angus has served as President of the Winnipeg Chamber of Commerce since 1999. A former marketer and entrepreneur, this Transcona native also has considerable experience in not-for-profit leadership as a member of the Transcona Museum's board, and on the board of the Prairie Theatre Exchange.

Charles (Chuck) Chappell

Chuck Chappell is already well known at City Hall as one of Winnipeg's most experienced municipal lawyers, and as a senior partner with Aikins MacCauley Thorvaldson. His legal perspective was often invaluable. And Commission members will not soon forget his Trump-like ability to decisively end lengthy debates with terse phrases like "it's a no-brainer" or "get rid of it!"

Guy Prefontaine

Guy Prefontaine is a rising star in Winnipeg's architectural community, and designed the City's signature Esplanade Riel. A partner with Gaboury Prefontaine Perry, he works with many charitable organizations and is a member of the board of the Manitoba Association of Architects.

Leo Ledohowski

As President of Canad Inns, Leo Ledohowski is one of the City's most successful business leaders, no doubt applying lessons learned as an award winning accountant and a former Commerce professor. While serving on the Commission, he also juggled new responsibilities after his appointment to the Board of the Business Development Bank of Canada this spring.

Alfred Schleier

Alfred Schleier is currently PCL Construction's lead manager for the Manitoba Hydro headquarters project in downtown Winnipeg. With 25 years of Winnipeg construction experience on his belt, he is also the Chairman of the Construction Labour Relations Association of Manitoba.

Ryan Craig

Ryan Craig is Chief of Staff to Mayor Katz, and sat as an ex-officio member on the Mayor's behalf. He previously served as an advisor to the Premier of Ontario, as chief of staff to the Minister of Culture, Citizenship and Heritage, and as a senior advisor to the the Minister of Education.

Commission Staff and Staff Support

Brian Kelcey – Project Manager

As a former Manitoba Taxpayers' Federation Director, Brian Kelcey first saw "red tape" as an appointment to the City's 1997 Red Tape Review Panel – and later as the chief of staff to a Minister of Consumer and Business Services in Ontario. He was the Commission's sole full-time staff member and consultant.

Sandy Altner – Executive Policy Committee Liaison

Sandy Altner brought considerable experience to table as a former management consultant to small business, and a veteran of Winnipeg's arts scene as the Past President of the Winnipeg Folk Festival. She is currently an advisor on Economic Affairs to the Mayor with the Executive Policy Committee Secretariat.

Gary Holmes – Liaison, Winnipeg Public Service

Gary Holmes was present as a liaison to the Chief Administrative Officer's Secretariat – no easy task, since he was the conduit for dozens of Commission requests for information. However, he also deserves recognition as a welcome contributor to several Commission deliberations, and he is in fact the "root source" of Recommendation 11.3.

Commission staff and members would like to thank the following for general advice, administrative support and other assistance:

Annitta Stenning, Chief Administrative Officer, her Secretariat, and all public service staff who met with us or submitted ideas throughout the process.

Richard Kachur, City Clerk; Mark Lemoine, Deputy City Clerk, and Carole Freeman, Clerk, for advice and administrative support.

Allyson Wallace, Destination Winnipeg.

Lea Heaton, Kim Yee and Jhoanna Gonzalez, Office of the Mayor, and

Cosette Dorge and Carmen Stoesz, Councillor Magnifico's Office.

Most of the photographs above were taken by Brad Salyn (Press Secretary to Mayor Katz) and by Elizabeth Soto during her internship at the Mayor's Office.

Commission Finances

The Executive Policy Committee authorized the expenditure of \$120,000 on the Commission, based on a \$100,000 estimated cost. The projected actual, pending receipt of final invoices, is estimated at \$95,000.

A cautionary tale

(And a true story)



Parliament burns: London, 1834. The “mother of Parliaments” was inadvertently destroyed by a primitive example of red tape...

*From a speech by Charles Dickens - father of the phrase “red tape”
- to the Reform Club, London, 1855*

“Ages ago a savage mode of keeping accounts on notched sticks was introduced into the Court of Exchequer, and the accounts were kept, much as Robinson Crusoe kept his calendar on the desert island. In the course of considerable revolutions of time, the celebrated Cocker was born, and died; Walkinghame, of the Tutor’s Assistant, and well versed in figures, was also born, and died; a multitude of accountants, bookkeepers and actuaries, were born, and died.

Still, official routine inclined to these notched sticks, as if they were pillars of the constitution, and still the Exchequer accounts continued to be kept on certain splints of elm wood called “tallies.” In the reign of George III, an inquiry was made by some revolutionary spirit, whether pens, ink and paper, slates and pencils, being in existence, this obstinate adherence to an obsolete custom ought to be continued, and whether a change ought not to be effected.

All the red tape in the country grew redder at the bare mention of this bold and original conception, and it took until 1826 to get these sticks abolished. In 1834 it was found that there was a considerable accumulation of them, and the question then arose, what was to be done with such worn-out, worm-eaten, rotten old bits of wood?

I dare say there was a vast amount of minuting, memorandumizing, and dispatch-boxing on this mighty subject. The sticks were housed at Westminster, and it would naturally occur to any intelligent person that nothing could be easier than to allow them to be carried away for fire-wood by the miserable people who live in that neighborhood.

However, they never had been useful, and official routine required that they never should be. And so the order went forth that they were to be privately and confidentially burnt. It came to pass that they were burnt in a stove in the House of Lords. The stove, overgorged with these preposterous sticks, set fire to the paneling; the paneling set fire to the House of Lords; the House of Lords set fire to the House of Commons; the two Houses were reduced to ashes; architects were called in to build others; we are now in the second million of the cost thereof..."