



## **MAYORAL CANDIDATE DAVID SANDERS RELEASES THE GOLD AND BLUE PLAN: A GO-FORWARD STRATEGY FOR WINNIPEG**

**Winnipeg, MB – October 17, 2014**

David Sanders has been attending Winnipeg City Council and Committee meetings for almost 50 years.

In March of 2013, David saw that major projects were getting out of hand at City Hall, and that the Councillors seemed unwilling or unable to take control of the wayward senior civic administration.

For the past year and a half, David has attended and made presentations at most meetings of City Council, its Committees, and the new Winnipeg Police Board, asking the hard questions and offering practical solutions.

Progress has been slow, much too slow in coming, but as of today we know that this fall Winnipeg will have a new Mayor, some new Councillors, a new Chief Administrative Officer, and a new mandate from the voters to overhaul City Hall.

David is running for Mayor on October 22<sup>nd</sup>.

Here is his plan to make Winnipeg a 21<sup>st</sup> Century City for all.

[www.sandersformayor.ca](http://www.sandersformayor.ca)

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## 1. A 21<sup>st</sup> Century City for All

David Sanders has brought together the policy themes, issues and solutions which have been discussed during the mayoral campaign, and has now presented his overall plan to make Winnipeg a **21<sup>st</sup> Century City for all**, equitable, inclusive, affordable, sustainable, inspiring, and resilient in a constantly challenging world.

During the last two months, the candidates have all engaged in a wide-ranging community conversation, about our problems and about possible solutions, about opportunities and about priorities.

David entered this race based on his lifelong sense of duty, to overhaul City Hall and fix the very serious problems which have developed at City Council and in the senior administration.

But as the campaign has unfolded, and he has listened and talked to the incredible number of civic-minded groups and individuals wanting to shape the future of this community, he has been inspired to seek to do much more.

David wants to lead the new City Council in transforming Winnipeg into a **21<sup>st</sup> Century City for All**, adopting progressive policies in 2015 and beyond, and bringing out the best in all of us.

Winnipeg's key problems are not unique:

- We need to address inequality in incomes and quality of life.
- We need to make healthier families and neighbourhoods.
- We need to improve both the delivery of basic City services and effective civic participation.

Promising solutions are coming from communities and neighbourhoods, from non-profit organizations and social enterprises, from business organizations, from youth, from seniors, from the arts and cultural communities, from the growing Aboriginal community, and from educational, scientific and environmental authorities.

Earlier in this campaign, David endorsed Transition Winnipeg's ideas for a climate-resilient, low-carbon city. Last weekend he participated in a TW workshop, which reinforced his admiration and support for their strategy: a community-led initiative to increase our quality of life, make the local economy more resilient, and adapt to contemporary challenges such as changing climate, more expensive oil, and an unsustainable economic system. TW begins with neighbourhood-based transition projects, which David believes the City of Winnipeg should support.

But he sees no reason why the City cannot also strive to implement progressive policies on a City-wide basis. We are both big enough and small enough to make such initiatives manageable.

Likewise, the Social Planning Council and many other community-based groups have proposed measures to address the fact that almost 90,000 Winnipeggers live in poverty, even though many of them are employed.

Manitobans for the Arts have urged the City to strengthen its support for the Arts, Culture, Heritage and Creative sector, which has a huge economic and social impact on our community. It's "who we are."

And David feels very strongly that the new Council must collaborate with our 9,000 civic employees in finding ways to deliver improved City services at a reasonable cost.

In *A 21<sup>st</sup> Century City for All*, John Mollenkopf and Brad Lander proposed a wide range of progressive policies for New York City in 2013, and they envisaged a collaborative approach:

"We believe it is possible to reconcile the public's appropriate demands for high-quality and accountable services, the taxpayers' concern about living within our means, the interest of citizens and workers in helping to shape and inform those services, and the rights and interests of public workers, municipal labor unions, and non-profit social service providers."

Furthermore, Brad Lander wrote:

"The places we live sort our life-chances in profound ways – through education, housing, transportation, job networks, and health. Over the past few decades, city-dwellers have seen the transformative possibilities of more livable communities, with more walkable streets, better parks and open spaces, and new forms of public transportation. These aren't luxury goods. Cities around the world have shown that it is possible to integrate comprehensive smart-growth planning with attention to making all communities more livable. However, truly rediscovering city planning and community development, together, is not a simple task.

The next mayor should pursue a harder path, one that requires a leap of imagination in the possibilities of comprehensive planning and community development, real attention to neighborhoods, a stronger insistence on equality, and efforts to unleash civic energy for a more dynamic and better-stewarded public realm. This path is more challenging, but offers the rewards of a more sustainable, inclusive, vibrant, livable city."

As **A 21<sup>st</sup> Century City for All**, Winnipeg can be equitable, inclusive, responsive, affordable, livable, sustainable, resilient, fair and inspiring – and fun.

During this campaign David has made a lot of policy statements and promises to advocate for certain changes. To assist voters now considering their choices, updated versions are to be posted on his website at [www.sandersformayor.ca](http://www.sandersformayor.ca) by Wednesday, October 15.

They include:

- Making Winnipeg a 21<sup>st</sup> Century City for All
- Overhaul City Hall, and Open Up City Decision-Making
- What's wrong with City Hall?
- A Realistic Approach to the City's Current Financial Squeeze
- Working Through Our Infrastructure Deficit
- Suspend the Southwest Transitway \$1.1 Billion Boondoggle and Build Real Rapid Transit Along Pembina Highway
- Urban Transportation Priorities
- Championing the Greening of a Resilient City
- First Priority for Municipal Aboriginal Pathways in Winnipeg
- Inclusive and Representative City Government
- Restore Healthy Union-Management Relations at City Hall
- Addressing Social Policy Priorities
- Make Winnipeg A Truly Age-Friendly Home for Seniors
- Welcoming and Serving Young Winnipeggers
- Downtown Revitalization
- Celebrate Winnipeg's Arts, Culture, Heritage and Creativity
- Restrict Urban Sprawl and Public Costs
- Re-establish Effective Diplomatic Relations with other Governments and Public Institutions
- Keeping Tabs on City Hall

First we have to put our financial house in order. Then we can engage in the realization of all this City can be.

Let's overhaul City Hall, and make Winnipeg safe, fair and fun for everyone.

## 2. Overhaul City Hall, and Open Up City Decision-Making

Next month the new Mayor and Council must reassert public control over the senior administration of this City, as David has been recommending at meetings of Council and its Committees for almost two years.

David has set out specific plans to do just that, in an unusually open and transparent manner. To lead by example, **he proposes to conduct the Mayor's business in public, on camera, in either the Council chamber or one of the Committee rooms at City Hall.** He plans to meet with Councillors and civic administrators in public, in order that the press and citizens may understand and hold them accountable for the difficult decisions which must be made going forward.

His previously announced plans include:

- Suspending the signing authority of senior administrators for all major projects pending a council review and status update.
- Expediting the hiring of a new chief administrative officer.
- Conducting performance reviews of all senior administrators.
- Establishing an employee code of conduct committee and providing whistleblower protection for all city staff. It is no secret that the code of conduct and whistleblower protection exist already, but no one at City Hall has been willing to enforce them.
- Establishing a truly open government with online disclosure of a variety of reports, including councillor attendance and voting records, conflict of interest disclosures, and contract awards.
- Publishing a civic phone directory for all departments, while maintaining 311 service for callers who do not know whom to contact.

**“The public’s business is everyone’s business. Neither the public, nor the news media, will be left in the dark anymore.”**

David wants to overhaul City Hall, to see to it that City Council once again provides the responsible, accountable and ethical city government we all need. He has pledged to get to the bottom of the many allegations of wrongdoing, and to ensure that there are consequences for those involved. It is simply not good enough to say, as others do, that we should just do better in the future.

We must re-establish good governance at City Hall, and only then can we expect to see good decisions and effective management of our 9,000 employees and annual expenditures of \$1.6 billion.

Only then can we expect to have our City government provide real leadership in bringing about the positive changes we seek in the quality of life enjoyed by all of our citizens.

Starting at the organizational meeting on November 12<sup>th</sup>, David will encourage and challenge all new Councillors to accept individual responsibilities for leading and being held accountable for specific policies and programs. All Councillors must be fully informed and briefed, all the time. **Too often he has watched our Councillors receive the mushroom treatment.** David will not stand for that kind of behaviour any more.

We should ensure that Councillors have sufficient qualified staff to assist them in conducting independent policy research and reviewing the very large volume of decision documents appearing on the City's agendas.

City By-laws still provide for the appointment of Residents' Advisory Groups, to participate actively in the work of the local Community Committees of Council. David will recommend that Council arrange for the election of new Residents' Advisory Groups immediately, so that they may assist with the process of developing, reviewing and approving the new 2015 operating and capital budgets during the first 3-4 months, building on the preparatory work and public consultations which have been conducted by the City's new budget process consultants. All citizens, including those who have previously been under-represented on civic boards, commissions and other decision-making roles, must now be invited to participate fully in civic affairs.

### 3. What's wrong with City Hall?

Why has the Minister of Justice taken the extraordinary step of referring recent audit reports on City real estate transactions, the fire/paramedic stations construction project, and the new police headquarters redevelopment project to the RCMP for review and investigation?

David Sanders has been calling on City Council and the City Auditor to deal with the alleged mismanagement and misconduct for more than a year, but they have been unable or unwilling to do so.

For an insight into these deeply disturbing matters, see David's presentations to City Council which were not published on the City's website:

#### Appendices:

New Fire Paramedic Stations Construction Project and Police Headquarters - January 29 2014

What is Wrong at City Hall - July 9, 2014

Real Estate Management Review - July 9 2014

Winnipeg Police Headquarters Audits - July 16 2014

#### 4. A Realistic Approach to the City's Current Financial Squeeze

David Sanders has been telling citizens that the new City Council is going to face a projected \$100 million operating budget deficit in 2015, unless something changes.

That is a gigantic problem – a Goliath of a problem.

##### **1. What does Goliath look like?**

As he explained earlier:

- Last December, Council accepted a 2014 operating budget which was supposed to be balanced, as required by law. However, as of June 30<sup>th</sup>, the administration was forecasting a **2014 deficit of \$22.4 million**. The report was dated August 27<sup>th</sup>.
- Last December, Council was also presented with the administration's advice that without any changes in tax rates or intergovernmental transfer payments, **the projected 2015 deficit will be \$79 million, rising to \$109 million in 2016**.
- **So the new Council could be staring immediately at a projected \$100 million operating budget shortfall for 2015** – a Goliath of a problem.

##### **2. How do we defeat Goliath?**

As your Mayor and champion, David advises that it will take more than one “stone” to bring down the 2015 deficit. We will need to use at least five stones:

- An increase in the 2015 municipal mill rate.
- Specific reductions in 2014 operating expenditures.
- Judicious use of available reserve funds.
- Detailed analysis and adjustment of individual departmental budgets on a case by case basis, without resorting to simplistic percentage cuts or hiring freezes, and adopting any other creative solutions which may come forward from the civic service and the general public.
- Increased federal and provincial operating and capital grants, which we will negotiate vigorously, taking advantage of the run-up to the upcoming elections.

##### **3. We must increase 2015 municipal realty taxes, by no more than 5%.**

What does this mean?

The 2014 municipal realty tax rate is 13.372 mills. That is, 0.013372 of the portioned assessment of property in Winnipeg.

A 5% increase will result in a 2015 tax rate of 14.041 mills. Allowing for the anticipated additional assessment of new buildings, this tax increase should produce total property taxes of about \$537 million, some **\$25.6 million** more than projected last December.

For an average Winnipeg home assessed at \$262,700, that will mean an annual increase of \$79.09.

In David's opinion, such an increase will be tolerated, especially if citizens can see that the additional funds will be spent wisely.

#### **4. Specific reductions in 2014 operating expenditures.**

The City administration has projected a 2014 operating deficit of \$22.4 million, as of June 30<sup>th</sup>.

However, the administration also advises that "the Public Service has been taking steps to reduce discretionary spending without impacting public service," and that during the past five years the City has been able to reduce expenditures and increase revenues by an average of \$14.8 million net during the second half of the calendar fiscal year.

David has two major concerns with this apparently habitual see-saw in City annual operating budgeting:

- (a) Are City managers routinely padding their initial budgets, in order to allow for the inevitable "reductions in discretionary spending" ordered by the senior administration in mid-year, while maintaining the level of service expected? Sounds like it.
- (b) Or are City managers being forced to find short-term savings by reducing and deferring planned projects and programs, without any direction provided by City Council? If so, Council has really lost control of the City budget. Sounds like that, too.

For both reasons, David promises to lead an immediate Council review of the up-to-date 2014 operating budget in November, to ensure that any final changes in revenues and expenditures reflect the values and priorities of the new Council.

For now, he has made the assumption that the original 2014 budget contained managerial padding totalling **\$15 million**, and he will expect the administration to report that in November. But David will want to make sure that there are no significant changes in services, such as snow clearing, without clear direction from the new Council.

#### **5. Judicious use of available reserve funds**

The City of Winnipeg maintains a large number of accounting reserves for a wide variety of purposes. In 2014, the City planned on making a net reduction of \$57.4 million in the reserve accounts, draining some of them, but still leaving an expected balance of about \$200 million by the end of this year.

There are good reasons for maintaining the present level of most of these reserve funds, but we do have a Financial Stabilization Reserve estimated to be **\$75.3 million**, which is somewhat less than the City's target fund balance of 8% of tax supported expenditures.

As suggested by the City administration, we can cover the forecasted shortfall for 2014 of **\$7.4 million** (assuming the \$15 million in average second half year savings), by drawing down the Financial Reserve Stabilization Fund by at least that amount.

**6. Detailed analysis and adjustment of individual departmental budgets on a case by case basis, without resorting to simplistic percentage cuts or hiring freezes, but adopting any other creative solutions which may come forward from the civic service and the general public.**

As David has said earlier, he promises that as Mayor he will lead the new Council in working with the civic administration, the general public, and the many interested organizations, in proceeding immediately to examine the administration's draft 2015 budgets and to consult broadly with the community, building on the work already done by the City's budget process consultants, to produce new 2015 operating and capital budgets which are credible and can command the overall support of a properly skeptical community, by next March.

Until he is advised otherwise, he is going to assume that the senior administration's projected 2015 operating budget contains similar managerial budget padding of **at least \$15 million**, intended to allow for that habitual budget see-saw during the coming year.

That needs to stop, but it won't be easy to cut through the budget projections and determine what the real numbers should be in the first place. We have to do that very hard work if City Council is ever going to reassert control over civic financial priorities. We need to establish a new culture of trust, wherein Council promises to avoid ordering simplistic adjustments such as across the board percentage reductions, or cost-of-living percentage changes, or so-called "vacancy management" hiring freezes, or the elimination of unspecified positions (which has the effect of terrorizing civic staff). Instead, Council will have to devote the time and energy to examine the real options for budgets and service levels, throughout the Winnipeg public service, and to take responsibility for the financial program to be presented to the community for review, and for the final version to be adopted by next March.

David wants our civic employees to be partners in our search for improved and more efficient services. He wants to hear from our employees how we can do a better job of achieving our community's objectives. As a specialist in organizational behaviour and human resources management, David knows that the best way of obtaining the full cooperation and assistance of the most knowledgeable people, our employees, is to assure them that they can feel free to recommend radical improvements without fear for their own job security. If the work of a good employee can be done better by another means, or done without, then I believe the City should be prepared to retrain that employee for another equally valuable and acceptable position. Only then can we hope to benefit from our employees' experience and knowledge.

We won't know until we try, but I believe that such an enlightened and determined approach can produce significant results even in the very short time available to the new Council. Right now, I would recommend a target of about 1% in reductions in the projected 2015 tax supported expenditures of \$1 billion, equal to **\$10 million**.

I would like to tell you exactly where those savings will be found, but I can't, not until we see the detailed budget documents which the administration has been preparing, and we seek out the creative and construction proposals of our employees as well as the general public, in the manner I have suggested. But as Mayor, I can promise to work day and night to fix the City's budget process and meet our targets.

**7. Increased federal and provincial operating and capital grants, which we will negotiate vigorously, taking advantage of the run-up to the upcoming elections.**

What I have described so far adds up to \$73 million, still \$27 million short of our giant financial problem for 2015.

There will be a federal election in 2015, scheduled for October 19. If there is no change in the federal schedule by January 1 of 2015, the next provincial election will be held on April 19, 2016 (instead of the presently scheduled October 6, 2015).

So, one way or another, Winnipeggers will see both federal and provincial elections shortly.

As a former senior civil servant, I know that the run-up to an election is a good time to seek commitments from both present and prospective governments.

And so as Mayor, I pledge to use all of my diplomatic skills and extensive knowledge of provincial and federal policies, programs, and political priorities to negotiate vigorously for additional financial assistance which will help us to maintain and even enhance civic services and facilities in 2015 and thereafter. I know that neither government will want to see Winnipeggers have to choose between an exorbitant increase in property taxes, a drastic reduction in service levels, or a fire sale of civic assets.

At present, the City administration has projected a very small increase in government grants, to \$115 million in 2015. If I suggest that we might increase that figure by \$27 million, or more than 20%, it would seem a little unrealistic. While the provincial government is continuing to wrestle with its own operating deficit, it appears that the federal government is pointing towards a significant surplus next year. I believe there is room for Winnipeg to become a beneficiary of significant senior government commitments going forward, and I will do my best to make that happen.

Finally, if we have slung all five of the above stones at our Goliath of a deficit, and are still short, David would recommend that we draw down the remaining balance required from the City's Fiscal Stabilization Reserve Fund, which exists for this very purpose. The new City Council will then have a full year to continue the search for a stronger financial environment for Winnipeg, and to plan on replenishing the Fiscal Stabilization Reserve Fund starting in 2016.

#### Summary: A Realistic Approach

a) Maximum 5% municipal tax increase	\$ 25.6 million
b) Reductions in 2014 budgeted expenditures	15.0
c) Draw on Fiscal Stabilization Reserve Fund	7.4
d) Reduce inflated 2015 budget projections	15.0
e) Council and Admin find 2015 savings	10.0
f) Negotiate federal-provincial cost-sharing	<u>27.0</u>
Total operating deficit now projected	\$100.0
g) Or draw on the Fiscal Stabilization Reserve Fund to cover any remaining shortfall	\$ ?

During this campaign, David has recommended many changes in City services which would involve increased expenditures, but in view of the Goliath of a problem we face, he does not think it would be responsible to make specific dollar promises at this time. He has said what he would advocate for, as Mayor, but in the end, decisions will be made by a majority of the new Council. So it definitely matters who is elected to serve on the new Council. David hopes that he will be joined by a majority of like-minded Councillors.

## **P.S. What does David Sanders know about managing the City's finances?**

He has master's level training in public administration, economics, finance, accounting, and law, plus 45 years' experience in preparing and managing multi-million dollar budgets in both the public and the private sectors. He can read a financial statement, he knows the questions to ask, and he can tell whether the answers are credible.

David understands where the City's money comes from:

- For the past 20 years he has worked to obtain fair and just property and business tax assessments for most major commercial and institutional property taxpayers in Winnipeg, and fairer assessments for many homeowners, especially in the North End.
- As a long-time senior provincial civil servant, he was deeply involved in arranging for many types of intergovernmental financial support for the City, including urban transit grants, municipal revenue-sharing legislation, and innovative programs such as the first Winnipeg Core Area Initiative and the Canada-Manitoba Agreement on Recreation and Conservation in the Red River Corridor.
- As a former member of the Municipal Finance Officers' Association, he understands the full range of revenues and potential sources of the operating and capital funds required by the City.

David also knows where the City's money is going:

- At least he used to know, until Council and the senior administration began refusing to account for all of the major expenditures they have been making, in a timely and transparent way. During the last two years he has been hounding the Council and administration to produce comprehensive and timely reports which would empower them, and the citizens of Winnipeg, to manage the City's financial affairs in a proactive manner.
- Instead, we have all been continually surprised by unexpected cost overruns and budget deficits, and presented with big bills to pay and/or borrow on the credit of future taxpayers. The senior administration seems to expect that Winnipeg taxpayers will forgive, forget, and pay for their mistakes, and the present City Council has done very little to correct that irresponsible attitude. Indeed, they have actually rewarded it.

## 5. Working Through Our Infrastructure Deficit

By now, Winnipeggers are well aware that we are continuing to run an “infrastructure deficit,” by falling behind on our investments in capital projects for roads, transit, utilities, and other important City facilities:

- The City’s forecast capital projects for 2014-2019 total \$2.7 billion, and assume that taxpayers will contribute a total of \$482 million in cash plus borrow \$860 million to pay for them. The rest would come from raiding our reserve funds, plus some \$600 million from senior levels of government. And \$300 million from the utility ratepayers.
- But our “infrastructure debt” was estimated in 2011 at \$7.4 billion, including \$3.8 billion for existing infrastructure and \$3.6 billion for new strategic infrastructure.

The truly scary thing is that based on our recent experience with cost overruns, it is hard to imagine what the final costs will turn out to be. David has pointed out that the major project financial status reports which he demanded for months, and which were finally produced on September 11<sup>th</sup> (covering only up to June 30, 2014), contained little nuggets such as the probable \$30 to \$45 million increase in the cost of the South End Water Pollution Control Centre, presently running almost a year behind the Province’s schedule to treat that sewage properly.

In these circumstances, what is a responsible mayoral candidate to say?

David has urged all citizens to inform themselves about the City’s financial framework, by viewing some of the excellent materials which have been produced for the City by the Dialogue Partners consulting firm, to enable effective citizen participation in the very difficult 2015 budget process facing us all. **The “Our Budget, Forward” Facts Booklet** provides a very good overview of the present 2014 operating budget and the present 2014-2019 capital investment budgets. It also shows **that residential taxpayers with average assessed homes in Winnipeg pay the lowest municipal property taxes among 11 major Canadian cities**. However, the Booklet does not show that commercial effective tax rates are twice the residential tax rates in Manitoba. This may explain the greater sensitivity of the business community to changes in the municipal mill rate.

Our annual infrastructure “deficit” is a very big problem, which won’t be solved by squeezing 2% out of the City’s operating budget, without touching police or fire paramedic operations. If such savings could actually be found, the suggested \$10 million a year would still be only a drop in the bucket.

Winnipeg’s infrastructure problem won’t be solved by selling off a few precious City assets. And especially not assets like the new Police Headquarters Building, which is already “mortgaged” to the hilt for the next 40 years. That particular suggestion was just plain ridiculous.

The citizens of Winnipeg know we have a problem with roads, when we lurch from pothole to pothole. We know we have a problem with our water supply when it looks like day-old coffee and stains our laundry. We know we have a problem with the water distribution system when pipes are frozen for months. We know we have a problem with sewers when they overflow directly into the rivers, or back-up in our basements. We know we need to replace old bridges, and build new grade separations and arterial routes, at a cost well in excess of \$600 million. We want to enjoy traveling by rapid transit, but not at a cost of \$1 billion to go through nowhere.

Some of us even know that Winnipeg needs to spend over \$1 billion on upgrading our sewage treatment plants to reduce the pollution of Lake Winnipeg, now. Others know that the important new Pedestrian and Active Transportation Strategies could involve expenditures of more than \$300 million during the next 20 years.

In this context, it seems curious indeed to propose to reconfigure Portage and Main to accommodate pedestrian crossings at grade, at a previously estimated cost of \$10 million, causing increased congestion for buses and cars within downtown.

In 2011, the Infrastructure Funding Council, appointed by representatives of the City of Winnipeg and the Association of Manitoba Municipalities, produced a report indicating that as of 2009, a total of \$3.8 billion was required in order to repair or replace much of Winnipeg's current system of roads, bridges, water supply systems, waste and sewage systems and municipal buildings. Another \$3.6 billion was required to build new projects to meet expanding population demand. So the estimated Winnipeg infrastructure **debt** was \$7.4 billion in 2009. Last year Winnipeg increased its investment in local and regional streets relatively substantially, but by and large we have ignored our infrastructure **deficit**, which is the difference between what we are spending each year, and what we should be spending if we are to catch up and keep our City from crumbling in the future.

David agrees with the general principles advanced by the leadership of the Manitoba Heavy Construction Association, for sustained and strategic investments in municipal infrastructure during the next 20 years:

- 1) We need to establish a permanent and flexible infrastructure financing plan, which is not subject to the starts and stops of federal and provincial countercyclical stimulus programs.
- 2) We should generally give priority to investments in facilities which promise to maintain and enhance economic growth.
- 3) We need to be constantly innovating in design, materials and management practices, so as to deliver better and more lasting facilities.
- 4) We need to create and lead effective partnerships of all levels of government plus the private sector, to produce the best results possible.
- 5) We need to explore all possible sources of funding, and
- 6) We need to provide for regular and transparent public evaluations of the municipal infrastructure investment plans.

As Mayor, David will personally lead our City's representations to the federal and provincial governments, and develop close but completely transparent relationships with the construction industry, including not only the contractors, but also the engineers, planners, designers, subtrades, unions, and training organizations, to make sure we benefit from their ideas and treat all parties fairly.

It is going to take all of us, working together with imagination and flexibility, to find ways of doing the highest priority work first, using the best possible designs, materials and technologies we can find. We will all have to be open to considering the full range of options for financing this huge program, and it will take real political leadership to explain the choices to our citizens and find a consensus which will allow us to rebuild Winnipeg's badly neglected infrastructure.

## 6. Suspend the Southwest Transitway \$1.1 Billion Boondoggle and Build Real Rapid Transit Along Pembina Highway

David has observed and supported the development of Winnipeg's transit system for most of his life. In the late 1960's, the Metropolitan Corporation commissioned the Winnipeg Area Transportation Study, known as WATS, which established very long range plans for the development of streets and transit as our city grew. Most of the rights-of-way required for today's major routes were acquired by Metro Winnipeg at that time. As an original member of the Provincial Department of Urban Affairs, David recommended the adoption of the first major public transit cost-sharing formula at that time, requiring provincial financial support equal to 50% of the net cost of the public transit system, and thereby providing a generous incentive for the City to improve and extend that system.

David also represented the Province during the preparation of the original Winnipeg Railway Relocation Study, which identified the many opportunities for redirecting the rail lines around instead of through Winnipeg, and for converting existing rail lines and yards to higher and better urban uses. Only a few of those opportunities have been realized since then, such as the conversion of the CN East Yards into The Forks Site, and the removal of some of the less travelled rail subdivisions.

It is unfortunate that during the last 30 years, successive City governments have not taken the initiative to pursue the rail relocation opportunities in Winnipeg. Instead, we have spent huge sums on repairing, replacing and building new major grade separations, both overpasses and underpasses, which might have been avoided, and we have made little progress in moving the increasing rail traffic in hazardous goods and products away from the populated areas.

As Mayor, David promises to push for the new Council to commission **a new Winnipeg Rail Relocation Study**, with financial and technical participation by the Governments of Canada, Manitoba and Winnipeg, and all of the railway companies now operating in our city. He promises to consult the many businesses and residents who are affected by railway operations, and those who might benefit from relocation. He wants the City to develop a new strategic plan for making real changes in the use of the rail rights-of-way within the city.

The present City Council recently proposed such a study on May 27<sup>th</sup>, but then in June, a majority of the present Council blindly authorized a \$1 billion dollar boondoggle, to construct the second stage of the Southwest Transitway and Pembina Highway Underpass. A boondoggle is "an unnecessary, wasteful or fraudulent project." As approved by the present City Council, this project may deserve all three labels.

Since March of 2013, David has been following the extraordinary “shapeshifting” of this scheme, from a “Southwest Rapid Transit Corridor” project, to a mysterious “Capital Integration Project,” to the present “Southwest Transitway.” You will note the bald-faced admission that the proposed transitway isn’t “rapid” anymore.

During the past year and a half, David has been pointing out the grave shortcomings of this complicated scheme. He is asking the citizens of Winnipeg to consider these facts and conclusions:

1. The original and long-standing objective of the Southwest Rapid Transit Corridor, to accommodate increased traffic between downtown and the University of Manitoba at least cost, has been undermined during the last four years. It appears that **Council has been hoodwinked into going out of its way to provide glorified express bus service to assist certain land developers**, by diverting the Southwest route west of Pembina Highway on a dogleg route through the undeveloped Parker lands and then southwest back along the Manitoba Hydro corridor to Pembina again.
2. The 2011 Master Transportation Plan adopted by City Council three years ago shows the proposed Southwest Transitway running straight south from downtown along Pembina Highway and the CNR Letellier rail line to Bison Drive, and then east into the University of Manitoba campus, as has always been intended. But it also shows an alternative dogleg route through the Parker lands, which the City had previously transferred to GEM Equities, and immediately south of Shindico’s Grant Pavilions development which is now under construction off Taylor Avenue.  
In 2013, the straight-line Pembina/Letellier route was **rejected** by Council in favour of the Parker/Hydro dogleg route.
3. So now we have Council forging ahead with “development-oriented transit,” instead of the “transit-oriented development” proposed in the OurWinnipeg overall City development plan.
4. Like so many other mismanaged major projects at City Hall, the estimated cost of the Southwest Transitway/Pembina Highway Underpass has ballooned, to almost \$1.1 billion by May of 2014.
5. **The City proposes to finance this \$1.1 billion scheme with \$140 million in federal dollars, which will not be approved before next year, and will not be paid until 2019; \$225 million in provincial grants, which should not be advanced unless and until the City complies with key provincial legislation; and \$225 million in upfront private sector financing to be repaid by City taxpayers and/or bus riders at the rate of \$20 million or more per year for 30 years, totalling almost three-quarters of a billion dollars.**
6. **Council has so far made no attempt to say where the City’s new \$20 million will come from each year.** The irresponsibility of the majority of Council in this matter is outrageous. David is outraged, and the citizens of Winnipeg should be outraged too.
7. **It gets worse.** In order to qualify for federal funding, and to comply with new Provincial legislation, the City must produce and publish a detailed Cost-Benefit

Analysis and Value for Money assessment of the project, and then hold a public hearing as required before proceeding with a Public-Private Partnership (P3) project in Manitoba.

8. The City held a sham public hearing on June 3<sup>rd</sup>, without releasing the legally mandated analyses, and the civic administration has continued to refuse to release either analysis to the Councillors or to the public. David has submitted official *Access to Information* requests for those documents, but he has been denied access to them by the Transit Department, and he has now been forced to appeal to the Provincial Ombudsman for their release. And yet the administration actually submitted those detailed documents to the federal P3 Canada Fund, along with an application for funding, **prior** to Council's approval of the scheme on June 25<sup>th</sup>.
9. Whether or not he believes those mandatory reports adequately justify the billion dollar scheme (and David doesn't believe they do), **he considers the refusal of the civic administrators to produce those reports to Council and the public to be gross insubordination**. The new Mayor and Council must demand that those particular reports be released immediately upon their taking office. And if the reports in question are not distributed in the Council Chamber right away, there will be serious consequences for officials responsible.
10. As a former provincial civil servant, and former Chair of the Institute of Public Administration of Canada, Manitoba Branch, David says he is ashamed of the behaviour of those civic administrators who seem to think that the public's business is none of our business. He doesn't know why the present Council has permitted such stonewalling, but as the new Mayor he promises he will not put up with it anymore.
11. There is more. The City is required to obtain a Class 2 Development Environmental Licence, and it has **very quietly submitted a totally inadequate Environmental Review and Assessment report**. I have asked the Provincial Environmental Approvals Branch to reject the City's report as inadequate. Unless and until the Province issues a licence it will be **illegal** for the City to start construction on the project.
12. Since the City has failed to comply with the requirements of the Province's brand new *Public-Private Partnership Transparency and Accountability Act*, **David has written to the responsible Minister, the Minister of Finance, to request that none of the Province's promised \$225 million be advanced to the City until it complies with the requirements of that Act**.
13. In any event, as Mayor, and with the support of a majority of Council, **David will order that the consulting engineers immediately stop working on the functional design for the Parker Lands/Manitoba Hydro portion of the Southwest Transitway**, pending a thorough review of all the relevant documentation by Council. He would also suspend the authority which Council gave to the Acting Interim Chief Administrative Officer to approve all aspects of the \$1.1 billion Transitway Scheme.
14. David has promised to halt this boondoggle project – but **he will not give up the idea of pursuing the further development of real rapid transit right now**.

15. If the justification for the present Transitway scheme is as shaky as David thinks it is, it will be far better if we take a little more time to determine a better way of providing real rapid transit service. Rather than move the Letellier line sideways, demolish and rebuild two major rail bridges, and construct two tunnels under the rail lines, as presently proposed, perhaps we should just relocate the Letellier subdivision and plan for high capacity Light Rail Transit (LRT) in due course. David is quite sure that the federal and provincial money will still be there next year. If we can do a much better job of developing and managing major transportation projects, Winnipeg should be able to enlist the support and financial assistance of both the federal and provincial governments, whatever their political persuasion. David has certainly demonstrated the diplomatic ability required to negotiate creative tri-level, bilateral and industrial agreements in the past, and he looks forward to doing more of the same as Mayor.
16. And David will not make a wild commitment to building many more very expensive transitways, until we are satisfied that each of the routes and the modes of transportation selected can be justified properly. We are a very long way away from that right now.

## 7. Urban Transportation Priorities

Apart from the great debates over reducing the Infrastructure Deficit and advancing various Rapid Transit Plans, there are many opportunities for making urban transportation more safe, efficient, accessible, and economical.

### a. Traffic Safety and Fairness – For Pedestrians, Cyclists and Motorists

We need to improve traffic safety and fairness for all motorists, cyclists and pedestrians travelling on Winnipeg streets. The travelling public now face serious problems, as a result of **years of neglect and deferred maintenance**, and the **apparent inability** of the City to undertake the amount of work now required to repair our existing street network and service new routes and developments.

The City commissioned an external “Operational Review of the Public Works Department,” which was produced in June of 2013. However, the Public Works Department eventually asked for a further year to prepare an implementation plan in response to this very detailed Operational Review, and City Council agreed to wait until June of **2015**, for recommendations to be implemented **only in 2016**.

**As Mayor, David Sanders will not stand for that kind of delay. Taking two years just to recommend action starting in 2016 is ridiculous.**

David believes the City should establish a Traffic Management Centre/System, which was included in the City’s 2011 Master Transportation Plan, but which has never been implemented. Using modern technology to manage our traffic controls can enable our existing street system to handle increased volumes of traffic and reduce the need for very expensive additional new road infrastructure.

The City of Winnipeg cannot rely on either the federal or provincial governments to fund the full costs of repairing, replacing and extending our urban transportation system. We must do everything which is actually within our own power to keep our streets in good repair, to make them safe for travel, and to manage traffic efficiently and fairly.

David promises to take immediate action to put safety first on our streets and to pursue **“Vision Zero,”** to insist that traffic planning and management staff adhere to national engineering standards immediately, and to ensure that speed limits, signage, and signal operations are properly implemented and maintained.

No loss of life is acceptable. The Vision Zero approach is based on the simple fact that we are human and make mistakes. The road system needs to keep us moving. But it must also be designed to protect us at every turn.

David therefore supports implementation of the newly proposed Pedestrian and Cycling Strategies, to separate the different modes of transportation wherever possible for

safety's sake, and to minimize the misunderstandings and miscommunication which can lead to tragic results.

He agrees with **Bike Winnipeg** and others, that we need to:

- Expand, connect and maintain our bicycle and sidewalk network;
- Provide safer, well-lit and properly marked pedestrian and cycle facilities;
- Provide for better park-and-ride facilities, and better bicycle parking and end-of-trip facilities (70% of bicycle trips are to and from work);
- Improve wayfinding and signage, and public education.

David is particularly concerned that we bring our bicycle route signage up to national standards **immediately**, for safety's sake.

David is also very impressed with the research and recommendations of **WiseUpWinnipeg**, for improving traffic safety and fairness in traffic enforcement. They have provided a graphic illustration of some of the major problems they have found on City streets, including the setting of speed limits, the placement of speed-reduction signs, and amber light timing. WiseUpWinnipeg's long list of documented problems includes:

- a) Undersigned streets
- b) Conflicting signs
- c) Improper traffic sign placement – off-road, too high, obstructed from view.
- d) No dual mounting on multi-lane roads
- e) Inadequate sign size
- f) Lack of night-time reflectivity
- g) Insufficient speed-reduction signage
- h) Lack of proper maintenance – broken and missing signs
- i) Amber lights which are too brief for the speed of traffic

**This is very serious.** In many cases, WiseUpWinnipeg can show that the City has failed to comply with the Manual of Uniform Traffic Control Devices of Canada (MUTCD), and the "Technical Standards and Practices" of the Transportation Engineering Division of the Public Works Department.

WiseUpWinnipeg has also documented situations where improper signage and inadequate amber light times have gone uncorrected while ticketing continues at those specific locations. **This is simply inexcusable.**

Using the current Institute of Transportation Engineers (ITE) guidelines to calculate the duration of yellow change and red clearance intervals has been shown to reduce total crashes between 8 and 14 percent while reducing injury crashes by approximately 12 per cent.

David will direct that the Public Works Department respond to the extremely thorough and persuasive evidence which the members of WiseUpWinnipeg have gathered to demonstrate the serious shortcomings of the City's traffic management practices, including speed limits, speed-reduction signage, and amber light timing. Addressing those shortcomings should immediately produce **safer streets, much less targeted enforcement activity - and fairer treatment of Winnipeg motorists.**

The objective of traffic enforcement is to encourage motorists to drive safely, not to collect revenue for the City and the Province. Ideally, everyone would obey the laws, and no fines would be collected. **David does not agree that the Winnipeg Police Service should feel pressured to maximize ticketing in order to finance its operations.**

#### b. Improving Public Transit

David believes strongly in ensuring that all citizens have convenient and affordable means of access to all the important aspects of urban life. So he has always supported the ongoing maintenance and further development of a complete public transit and Handi-transit system, including the currently proposed replacement of the bus fleet with new low-floor buses, the replacement and refurbishment of the City's transit building facilities, and the introduction of technological innovations including the automated fare system.

David has spoken in support of the students of all interested post-secondary education institutions who wish the City to **introduce a UPASS for student transit riders as quickly as possible**, as early as next spring. He is also prepared to consider special fare arrangements for persons who can ill-afford the present full fares. And he will oppose further increases in the fares.

During the mayoral election campaign, many Winnipeggers, young and old, have described the difficulties they have in navigating the City quickly, reliably and comfortably all year round. David pledges to provide for regular, community-based public consultations on the operation of public transit and Handi-transit services, to ensure that Winnipeg Transit responds to the real needs of our citizens.

In addition, David promises to oppose adding to the congestion on the downtown bus routes by putting pedestrians back on the intersection of Portage and Main, at a previously estimated cost of at least \$10 million, when we have so many other much higher priorities.

## 8. Championing the Greening of a Resilient City

David has made a commitment to champion the greening of the City of Winnipeg, by ensuring that we all understand the full implications of our collective actions, and by encouraging the citizens of Winnipeg to choose to be part of the solution, instead of part of the problem.

As Mayor, he promises to make the greening effect a vital factor in every decision at City Hall. Right now, recommendations to City Council are supposed to be accompanied by analyses of the financial implications, although such analyses are typically rather limited. In future, I believe that each Council decision should also consider its greening effect, the consequences for a more sustainable and environmentally responsible Winnipeg community, and any alternatives which deserve consideration.

At the present time the federal government has seriously weakened its environmental protection legislation, but at least it is prepared to make financial contributions to enable municipalities to proceed with certain priority infrastructure projects. The provincial government has updated its Green Plan, and will be supportive of complementary efforts by the City of Winnipeg.

In any event, David believes that the City of Winnipeg must develop and implement its own green decisions, regardless of the behaviour of other governments, and other countries, for that matter.

The “Sustainable Winnipeg” Direction Strategy produced as part of the OurWinnipeg development plan is a very good starting point, although David disagrees with its assumption that the critical issues of housing and poverty are outside the jurisdiction of City Council. The City can and should do a great deal to advocate and support measures to ensure that all citizens are properly housed and enjoy an acceptable standard of living.

The scope of our City’s green policies should be very broad, and include all sorts of interventions to protect and improve our quality of life. In no particular order, our Action Plans should include such measures as:

- ✓ Preservation of our green space, both public and private, both passive and recreational (including golf courses), and protection of ecologically significant lands
- ✓ Preservation and public enjoyment of our rivers, waterways and riverbank lands (including The Forks and Steve Juba Park).
- ✓ Preservation and enhancement of our urban forests and tree cover, especially our priceless elms, and the Assiniboine Forest.
- ✓ Reduction of greenhouse gas emissions and other air pollutants
- ✓ Provision for safe and convenient active transportation, and implementation of the proposed pedestrian and cycling strategies
- ✓ Improved public transit service and facilities

- ✓ Responsible and effective treatment of our sewage and storm water drainage
- ✓ Provision of safe, clean and healthy drinking water
- ✓ Safe pest and weed control measures
- ✓ Prohibition of the use and the unsafe disposition of toxic chemicals
- ✓ Safer transport and storage of hazardous goods
- ✓ Reuse, recycling, increased diversion from landfills, curbside composting
- ✓ Green building standards and policies
- ✓ Civic corporate energy efficiency plans
- ✓ Green fleet vehicle plan
- ✓ Support for energy demand reduction, the use of alternative renewable energy sources, such as solar, biomass and geothermal, and district/central heating systems
- ✓ Revised City procurement policies which place value on community benefits associated with proposed purchases (local training and employment, and social and economic benefits)
- ✓ Green Living Public Education and Awareness programs
- ✓ Manitoba Food Charter measures, such as the promotion of community gardens and urban agriculture

The development and adoption of the City's green policies must be open and transparent, and encourage the active participation of the many far-sighted citizen organizations and technical experts pursuing these policies in Winnipeg.

David has made a general endorsement of the comprehensive recommendations for creation of a "climate-resilient and low-carbon" Winnipeg presented earlier by the members of **Transition Winnipeg**. They deal with innovative and sensible approaches to energy, food, transportation, urban planning, the economy, and our changing community and society. David believes that each of the recommendations, such as support for local social enterprises, deserves careful consideration as City Council reviews and revises its plans, programs and budgets.

Let us all be able to say we have done our best to be part of the solution, instead of part of the problem.

## 9. First Priority for Municipal Aboriginal Pathways in Winnipeg

David has some appreciation for the great difficulties faced by our Aboriginal citizens, and the incredible strength and spirit which most have demonstrated in their struggles to deal with historical efforts to oppress, isolate, segregate or assimilate them. He wishes to recognize and honour the potential contribution of our rapidly growing Aboriginal population, to the creation of a happier and much more tolerant Winnipeg in the future.

David wishes to stand together with the leadership of our Aboriginal population, in making a renewed and sustained commitment to update and follow the Municipal Aboriginal Pathways developed for City Council over 10 years ago, and to fulfill the promise to make this plan **a first priority** at City Hall. This report presented a policy framework for generating a new era of sustained commitment by the City of Winnipeg to Aboriginal issues so that we may truly, as the Royal Commission on Aboriginal Peoples observed, "live together in peace, harmony and mutual support."

Much has been accomplished since 2003, including the promotion of a workforce more representative of our community, and civic youth employment strategies such as Oshki Annishinabe Nigaaniwak. But together, we can do much more.

David attended the vigil for Tina Fontaine and Faron Hall at Oodena, and afterwards he made a citizen's request that the new Winnipeg Police Board's upcoming agenda include:

"The Need for Action Respecting the Missing and Murdered Aboriginal Women."

In his request he said the following:

"Our community should mourn the loss of every life, and spare no effort to prevent violence and exploitation and the murder of any human being.

But when we find a continuing pattern of criminal behaviour involving the frequent victimization of a particular vulnerable group, such as our Aboriginal women, we must name such atrocities, and we must all work to stop them from happening again and again.

I believe it is high time the entire community paid attention to the truly serious problems in our midst, which have resulted in so many missing and murdered Aboriginal women. One missing or murdered is too many."

He noted that this issue had been addressed previously by the predecessor of the Winnipeg Police Board, the Winnipeg Police Advisory Board, in 2009, and he submitted copies of a number of relevant documents for consideration, including:

1. Aboriginal Perspectives on Policing  
Winnipeg Police Advisory Board (WPAB), October 22, 2009, Item #3.

2. Aboriginal Perspectives  
WPAB Annual Report and Recommendations, December 18, 2009, pp. 21-27.
3. 1.1 Implement a Violent Crime Reduction Strategy, Winnipeg Police Service (WPS) Strategic Plan for 2012-2014.
4. 1.1 Implement a Violent Crime Reduction Strategy, WPS, Strategic Plan Report Card for 2013.
5. 1.1 Implement a Violent Crime Reduction Strategy, WPS, Strategic Plan Report Card for 2014.
6. The Environment for Policing in Winnipeg 2014, WPS and Winnipeg Police Board, pp. 7, 10-14.

David also noted that since the new Winnipeg Police Board began operating a year ago, there had been some discussions of related issues, but no public focus on this specific open wound. In any case, David said Winnipeg needs an honest and sustained dialogue within both the Aboriginal community and the community-at-large, to better understand these complex and sensitive matters, to continue to develop comprehensive and effective solutions together, and to be the change we want to see in our world.

David suggested it would be helpful if the Board would invite the Chief of Police to make a public presentation at its meeting on September 5<sup>th</sup>, highlighting the specific measures which the WPS has taken in recent years to address the specific issue of Missing and Murdered Aboriginal Women, and to seek the cooperation of other organizations and people, in Winnipeg, Manitoba, and the rest of Canada.

The Chief did address the matter at the September 5<sup>th</sup> Police Board Meeting, speaking from the heart.

David has asked that the Chief identify and recommend specific budgetary and organizational measures, which are not restricted by any current administrative directive from City Hall, for the consideration of the community and the Police Board now.

David has also requested that this matter be placed on the agenda again, for the next meeting of the Board, and that it remain a priority agenda item for as long as these tragic events continue.

David believes we can do much better.

In his presentation to the Police Board on September 5<sup>th</sup>, David also said:

- a) "I support the call for a national inquiry, which could provide the factual basis for taking effective action to stop these atrocities in the future, and build public support for taking such action throughout Canada. There have been studies, and some responses, but Aboriginal women continue to go missing and turn up murdered. If we really know how to stop this, why aren't we stopping it?"

- b) Regardless of whether or not there is a national inquiry, or national roundtable discussion, we do not need to wait for future reports before taking further action in this community. I think the submissions to the former Winnipeg Police Advisory Board in 2009, and its responses with respect to Aboriginal Perspectives on Policing, provide a very good starting point for the current dialogue about the new Strategic Plan for the Winnipeg Police Service. Let us build on the good work which has already been done, and press forward.
- c) Of course, the Winnipeg Police Service and the Winnipeg Police Board are responsible for dealing with only a relatively small but highly visible part of each tragic story. I find that more than 10 years ago the City of Winnipeg and the Aboriginal community developed the “Municipal Aboriginal Pathways” program, to guide the work of all parts of our municipal government, as “a first priority.” There has been some progress, especially with regard to the Aboriginal youth employment program, but I don’t think we have fulfilled the promise to make the proposed Municipal Aboriginal Pathways our first priority.
- d) I believe it is time for the City of Winnipeg to walk the talk.

In closing, I started to say that this is not about me. But in fact it is about me, and you, and every citizen of this City who must become part of the solution.”

David has rung the bell on Selkirk Avenue. As Mayor, he wants to help stop the violence.

## 10. Inclusive and Representative City Government

The City is the second largest employer in Winnipeg, and is an “employment equity employer.”

Employment equity encompasses positive remedies for discrimination in the workplace through actions that assist in correcting past discriminatory practices against the four groups in Canada that have been identified as having faced arbitrary and unfair employment barriers. These groups are:

- Women
- Aboriginal People (*First Nation (includes Status, Treaty or Non-Status), Metis and Inuit*)
- Visible Minorities (*includes persons (other than Aboriginal) who are non-white in colour/ethnicity regardless of place of birth, i.e. Chinese, Filipino, Black, Asian, Latin American, etc.)*)
- Persons with Disabilities (*a visible or non-visible long-term or recurring physical, mental, psychiatric, sensory or learning impairment, which limits the quantity or type of work you can do in the workplace or which may be perceived as a limitation.*)

The last **Diversity Report Card** issued in 2008 indicated that the City had still not achieved the employment equity benchmarks based on 2006 labour market availability of the designated groups.

It is time to update both the benchmarks and the Diversity Report Card, and to take whatever action is necessary to ensure that each group is fairly represented in the civic workforce.

With respect to women, the City reported that 28.2% of the civic workforce were female in 2008, below the benchmark.

David Sanders endorses the **Women's Empowerment Principles**, a set of Principles for offering guidance on how to empower women in the workplace, marketplace and community. They are the result of a collaboration between the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Nations Global Compact and are adapted from the Calvert Women's Principles®. The development of the Women's Empowerment Principles included an international multi-stakeholder consultation process, which began in March 2009 and culminated in their launch on International Women's Day in March 2010.

Subtitled ***Equality Means Business***, the Principles emphasize the case for corporate action to promote gender equality and women's empowerment and are informed by real-life business practices and input gathered from across the globe. The **Women's Empowerment Principles** seek to point the way to best practice by elaborating the gender dimension of corporate responsibility, the UN Global Compact, and business' role in sustainable development. As well as being a useful guide for business, the Principles seek to inform other stakeholders, including governments, in their engagement with business.

- Principle 1: Establish high-level corporate leadership for gender equality
- Principle 2: Treat all women and men fairly at work – respect and support human rights and nondiscrimination
- Principle 3: Ensure the health, safety and well-being of all women and men workers
- Principle 4: Promote education, training and professional development for women
- Principle 5: Implement enterprise development, supply chain and marketing practices that empower women
- Principle 6: Promote equality through community initiatives and advocacy
- Principle 7: Measure and publicly report on progress to achieve gender equality

The Principles include measures to prevent discrimination and harassment and to maintain a respectful workplace. Regrettably, the City and other employers still have much more work to do to achieve the desired objectives at work.

## 11. Restore Healthy Union-Management Relations at City Hall

David Sanders is carrying a message to the 9,000 men and women who make this City work, and their families, telling them how much he appreciates their efforts to deliver City services to this community every day and night.

He is talking about peace officers, fire and paramedics, bus drivers, planners, engineers, inspectors, assessors, lawyers, accountants, librarians, parks and recreation workers, and street maintenance crews and utility workers – about our friends and neighbours and family members who go about taking care of us all 24/7.

As the new Mayor, David will bring a truly cooperative approach to relationships with the union representatives of all the City's workforces, and with all civic workers.

David will strongly advocate for:

- collective bargaining in good faith,
- the provision of fair compensation and working conditions,
- the maintenance of respectful and safe workplaces,
- the assurance of real job security and opportunities for career development, and
- the preservation of hard-won pension benefits.

He believes that intelligent management of our human resources can enable civic employees to achieve excellent results in all they do to serve our community.

We should all be striving to be more productive, to achieve more and better results efficiently and economically. David wants to encourage all civic employees to be innovative, finding better ways to get the job done, working in effective teams to achieve clear objectives. He wants to ensure that the City employs excellent managers and supervisors, who will provide inspiring leadership for their work groups and effective support for senior administration and City Council.

As Mayor, David will provide overall leadership to the civic workforce based on a clear understanding of the task. He once qualified as a Certified Management Consultant (CMC) with a specialty in human resources management. He taught Organizational Behaviour for many years in various University of Manitoba continuing education programs, including the Three-Year Certificate Course in Public Sector Management taken by many employees of the City of Winnipeg. As a senior provincial civil servant, responsible for departmental employees, he was fully trained and experienced in all phases of the recruitment and management of human resources – of people.

Many members of David's extended family belong to public service unions, and his eldest son is Organizing Director for UNITE HERE Canada, which represents some 50,000 hospitality and food service employees.

So David appreciates the positive role which unions can play, not only in representing the interests of their members, but also in working together with management to achieve mutually beneficial results.

Looking ahead to the immediate budgetary challenges which the new Council will have to deal with, David will meet **immediately** with the leadership of the eight civic service unions and agree on a plan to enable all workers to assist with our budget deliberations during the following three months, in an atmosphere of respect and trust — that we are all in this together, and that we will find a way through together.

He adds that I will **not** support measures such as the following:

- Unilateral attempts to reduce negotiated salaries
- Forced furloughs/unpaid holidays, such as the aborted budget measure in 2014.
- Simple unexamined percentage reductions in budgets
- The irresponsible ordering of undefined staff reductions, leaving staff in suspense
- Hiring freezes which can hobble individual departments and services
- Any further contracting out of services unless it can be justified with a very strong and transparent business case, and carried out in a manner which respects and accommodates the interests of employees affected fairly.
- Attempts to claw back pensions and other employee benefits.

As Mayor, David has pledged to cooperate fully with the RCMP in its review of the various audit reports referred to it by the Minister of Justice, and to do everything he can to get to the bottom of the mismanagement and misconduct which have plagued City Hall. He wants to ensure that there are consequences for those **senior managers** who have done wrong, and he also wants to clear the names of everyone else, and remove any clouds of suspicion about them.

David knows that the City Auditor already has the full legal power to conduct his own investigations with full power to compel testimony, and that the City's Code of Employee Conduct requires senior management to protect whistleblowers from reprisals. Unfortunately, the present City Council and senior administration has demonstrated no interest in using those investigative powers or providing any protection for whistleblowers.

As a private citizen, David has been arguing that the City should use its investigative powers, and protect the whistleblowers, in many appearances he has made before Council and its Committees during the past year.

As Mayor, he will demand that we do so now.

## 12. Addressing Social Policy Priorities

David disagrees with the majority of previous City Councils, which have taken the position that poverty and social housing are outside the jurisdiction of City Hall.

### a) Poverty Reduction and Ending Homelessness

David is in favour of the City developing a comprehensive poverty reduction strategy for Winnipeg, with ambitious but attainable targets and timelines, building on the Province's All Aboard Poverty Reduction and Social Inclusion Strategy. He believes that civic staff have tried to be a part of the solution for a very long time, without much support from Councils which have wanted to leave these difficult matters to the provincial and federal governments instead.

David believes the City Councillors and administrators can and should provide leadership in tackling poverty reduction for our residents, and should seek to collaborate fully with the other active organizations, such as are represented on the Poverty Reduction Council. And the City should support the coordinated approach recommended by the Ending Homelessness Task Force.

He would rather try to achieve ambitious goals, like ending homelessness, and risk falling short, than to decline to try in the first place.

In particular, David would propose that the City adopt a living wage policy for civic workers, and for contractors working for the City.

Furthermore, in conjunction with the review of City material management procurement procedures now required, he would be pleased to recommend that the City implement "a procurement strategy that takes into account the added economic, social and environmental value of purchasing from social enterprises and other businesses that generate community benefit."

In the past David has helped to negotiate major government equipment procurement transactions which required consideration of the substantial economic value of industrial benefits. As chair of the trilevel committee of intergovernmental officials which put together the first Winnipeg Core Area Initiative Agreement in 1981, he also gained first-hand experience with the positive effects of adopting an integrated approach, providing supports and training to the unemployed, who were then employed by private sector businesses.

He will appreciate having the assistance of the Community Economic Development (CED) Network in developing this procedure and in monitoring and evaluating the results.

b) Affordable Rental Housing for All

David is in favour of the Right to Housing Coalition's proposal that the City of Winnipeg support at least 350 new units of affordable rental housing and 350 new units of social housing over 3 years.

He will start by proposing that the City enlarge its Housing Department, to have the professional capacity and administrative mandate to support a much more active role in advocating for and undertaking specific housing projects. David believes the existing Winnipeg Housing Rehabilitation Corporation can serve as a vehicle for actually building and managing housing projects, as necessary to achieve the specific results indicated. Furthermore, he believes the City should co-operate fully with the federal, provincial, non-profit and housing industry organizations in revitalizing and increasing our affordable housing stock, to meet the growing demand. Now.

David has **not** supported the upside-down priorities of the present City Council, which recently approved the "Live Downtown - Rental Development Grant Program." The City is offering to rebate taxes on new downtown rental projects for up to 20 years, provided that at least 10% are affordable. By definition, **90% of this rental housing will be "unaffordable."** And it appears that the total public subsidy for these units will approach \$50,000 per unit.

c) Food Policy Council - Manitoba Food Charter

David has signed the Manitoba Food Charter, committing to work in partnership to achieve a just and sustainable food system in the province.

"A just and sustainable food system is rooted in healthy communities, where no one is hungry and everyone has access to nutritious food. It is an economically viable, diverse, and ecologically sustainable system to grow, harvest, process, transport and distribute food while minimizing waste."

### 13. Make Winnipeg A Truly Age-Friendly Home for Seniors

David is one of 100,000 Winnipeggers who are aged 65 and over, and he understands the many challenges faced by our seniors, who wish to “age actively,” to live in security, enjoy good health and continue to participate fully in society.

More than one quarter of our citizens are baby boomers like David, aged 50 to 68. We have worked hard to provide for our families and to make Winnipeg a better place for all, and most of us will continue to do so as long as we are able. Our City’s older population continues to grow in size, especially because life expectancy is increasing.

With Provincial Government support, the Mayor’s Age Friendly and Seniors Advisory Committee has produced the “Age-Friendly Winnipeg Action Plan,” dated May 2014.

David supports the implementation of this Action Plan, and wish to expand further upon his priorities for age-friendly initiatives in City policies and services, which are essential to the wellbeing of our growing population of seniors.

We need to adapt structures and services to be accessible and inclusive for people of all ages:

- **Outdoor Spaces and Buildings**

Enhanced design, lighting, parking and transit connectivity to commercial, institutional and multi-family developments and destinations.

Revamped snow and ice control priorities for sidewalks and bus shelters throughout the City, so that people will not be captive in their own homes.

Implementation of the proposed Pedestrian and Cycling Strategies, including Vision Zero safety measures and completion of properly signed and designed active transportation routes.

Prompt sidewalk and curb repairs, and enhancement of pedestrian and traffic control devices, including countdown-type crossing signals and safer crosswalks.

Universal Design Policy and Accessibility Standards for civic buildings, new construction, and renovation of existing buildings.

- **Transportation**

We need to conduct a complete review and evaluation of the present Handi-Transit Service, in consultation with the users of the services. We need more vehicles, an improved priority system, and greater customer service,

Frequent, reliable, and comfortable public transit is a fundamental requirement for an accessible City, in association with taxis and community transport.

Accessible low-floor buses, and more van-accessible parking spaces.

- **Housing**

City advocacy and assistance for more affordable and safe rental housing, working with other levels of government, non-profit organizations, and the housing industry.

David is Chair of his life lease 55+ residential complex and Vice-President of the Manitoba Life Lease Occupants' Association, and he is very familiar with the need for a full range of housing options for seniors, which will enable them to age gracefully and with the maximum degree of independence at all times.

The City's new Housing Policy needs real targets and well-thought out implementation plans – not the 20-year tax incentive which Council has just authorized to promote downtown rental housing which must be no less than 10% “affordable.” By definition, 90% will be “unaffordable.”

- **Social Participation**

Accessible, affordable and diverse activities build esteem, reduce isolation and build supportive relationships.

The City plays a primary role in the provision of libraries, recreation centres, and opportunities for lifelong learning. There are other opportunities to provide for seniors activities, including community gardens throughout the City,

- **Respect and Social Inclusion**
- **Civic Participation and Employment**
- **Communication and Awareness**

The City must demonstrate respect for its seniors, by promoting equitable access to all municipal programs, services and facilities, and by encouraging private businesses to do the same.

In addition to the Mayor's Age Friendly and Seniors Advisory Committee, seniors should be appointed to all civic boards and committees in order that the City may benefit from their wisdom, and perspective on a daily basis.

We need to make a special effort to reach out to seniors with the information they need. In that respect, David has argued that the City should publish a departmental phone directory once again, and maintain 311 only for the benefit of those citizens who don't know who to call. There has been a uniformly positive response to this argument, especially from seniors.

- **Community Support and Health Services**

Accessible health services, including health services available in the home, are particularly important to seniors.

The Winnipeg Regional Health Authority is responsible for the delivery of home care, urgent care and emergency health services, but the City of Winnipeg can also do a great deal to facilitate the provision of adequate, respectful and affordable health services. A key responsibility of the City is the Paramedic service and first responders.

David proposes to establish a very close working relationship with the WRHA, at all levels, to ensure that our citizens do have access to the best care possible.

- **Poverty Reduction, Ending Homelessness, Food Policy**

In the past, City Council has avoided dealing with issues related to poverty, homelessness, and nutrition.

David believes that the City does have a responsibility to advocate for our citizens on these matters. And certainly some of the citizens affected are seniors.

As Mayor, he will advocate that the City work with the Poverty Reduction Council and the Ending Homelessness Task Force, and a new Winnipeg Food Policy Committee, to promote adoption of a living wage, to revise our procurement policies to support local business and social enterprises, to provide for the housing first program, to reduce or eliminate user fees for key civic services, and to promote a healthy and fair food policy

For all of these initiatives, David would press the federal and provincial governments to work with the City of Winnipeg, and cooperate in a trilevel format, at both the political and administrative level.

Such an approach has often worked before in Winnipeg, most notably with the first Winnipeg Core Area Initiative in 1981. As chair of the intergovernmental committee of senior federal, provincial and City officials who negotiated that \$300 million agreement, David knows it can be done.

- **Upcoming Age-Friendly Action Plan Consultation**

The City's Age-Friendly Action Plan is to be the subject of neighbourhood consultations in the fall of 2014. David will urge that these consultations proceed in parallel with the continued budget consultations, so that City Councillors may benefit from the public input when they finalize the 2015 operating budget early in 2015.

#### 14. Welcoming and Serving Young Winnipeggers

The youth of Winnipeg include some 148,000 residents aged 14-29.

Most feel alienated from the City government, and many don't know where to begin to influence the future of their community. Most youth have not voted before, and many probably don't plan to vote in the upcoming civic election on October 22<sup>nd</sup>.

David hopes they will reconsider, go to the polls and vote, and prove all the pundits wrong.

Each one of our young people can make a difference, in their community, in their neighbourhood, and in their own quality of life.

David does remember what it is like to be young. And he knows that it is possible to participate fully in democratic decision-making in our society. When he was just 18, like all the new voters this year, he managed a campaign for a candidate who wished to succeed Duff Roblin as Premier of Manitoba. Later, after David went to work for the Provincial Government, he was appointed Deputy Minister of Urban Affairs by Premier Ed Schreyer when he was just 28.

David will be the first to say that older citizens have no monopoly on good ideas and the desire and passion to realize our dreams for a better world. The voices of young people deserve to be heard, and given full consideration in City decision-making. Certainly, our youth are all going to have to live with the results of the decisions our City makes today.

The Winnipeg Foundation has recently released "**Youth Vital Signs – 2014, " Young Winnipeg's Report Card**. This was a survey of almost 1,900 young Winnipeggers earlier this year. It provides a great deal of insight into the views and concerns of youth, and I would urge everyone to read the full report, available online at:  
<http://www.wpgfdn.org/YoungWinnipegConnect/YouthVitalSigns.aspx>

The reported priorities of Young Winnipeggers reflect both their own experiences, and their refreshing concerns for others.

In the opinion of our youth, the five areas identified as needing the most immediate attention were:

1. Poverty
2. Housing and homelessness
3. Safety
4. Employment
5. Transportation

They also ranked the following services and programs as requiring more resource investment:

1. Education
2. Affordable housing
3. Mental health services
4. Public transportation
5. Gang prevention programs

We should not be surprised by the statement in the Report Card, that:

“Many respondents commented on the difficulty of moving into an independent lifestyle. Their challenges include: lack of access to affordable and safe housing, poor availability of entry-level jobs, rising costs of living and education, and transportation woes. It seems harder than ever to achieve self-sufficiency in early adulthood.”

Well, the City of Winnipeg will not solve everything on young Winnipegger’s lists, but the City can do a great deal.

Past City Councils have argued that poverty reduction and affordable housing are not a civic responsibility, and should be dealt with by the federal and provincial governments. David disagrees, and he believes City Council should be a strong advocate for action on these fronts, and should be actively engaged in finding solutions.

Public transportation, including public transit, plus the proposed Pedestrian and Cycling Strategies for active transportation, are all clear responsibilities of the City.

And public safety and crime prevention are certainly primary responsibilities of the City, the Winnipeg Police Service, and all civic departments which can contribute to making our community and neighbourhoods safer for all.

We can do much better for our young people:

- Less expensive and more reliable, comfortable and safe public transit services throughout the City.
- Better, safer active transportation networks.
- Less expensive, more accessible and improved youth-friendly spaces (community centres, libraries, gyms and pools, parks, and casual meeting places), with extended hours.
- More outdoor, green, family and winter-friendly recreation spaces.
- Adopt a living wage policy for civic staff and contractors, and advocate for better wages for youth employment
- Green City policies and programs which will contribute to a sustainable planet, country, and city, which our concerned youth can be proud of.

- Cooperation with the Winnipeg Regional Health Authority in providing youth outreach health services throughout the City.
- Address widespread discrimination through intercultural education and relationship-building initiatives.
- Advance citizens' understanding of the history of human rights in our society, and what they mean today.
- Get serious about providing affordable rental housing to meet the needs of our community, using every possible means at the disposal of the City, in cooperation with federal and provincial government and the housing industry.
- Support more accessible (less expensive) activities in the arts, culture, heritage and creative sectors, and especially the youth engaged in these critical areas of our lives.
- Develop a respectful and cooperative relationship with the Winnipeg Police Service, and make our City safe for young people too.

And above all, we need to listen to the voices of our youth.

As Mayor, David promises to invite young people to participate fully in the deliberations of City Council and its Committees, to serve on civic boards and commissions, and raise their voices on matters of concern and opportunities for growth, all the time.

Just as the City should support community development and the participation of citizens generally in influencing decisions which affect them, so should the City be prepared to meet with and assist young people who want to have a say.

I do think there are now a great many hopeful signs, that young people are speaking up and demanding to be heard and to have their ideas and priorities considered properly during this civic election. In particular, I applaud the efforts of Aboriginal Youth Opportunities (AYO), the Indigenous Rock the Vote, and Get Out The Vote!

As Mayor, David pledges to create a youth-friendly City Hall, which invites and empowers young people to participate fully in helping to shape their future.

Everyone can make a difference. Now.

## 15. Downtown Revitalization

With respect to the real safety issues, David would begin by reviewing all of the present good work being done by the Downtown BIZ, the merchants, the Winnipeg Police Service, the Main Street Project, and the many other agencies which serve the different needs of people who are in difficult circumstances. He believes the proper role of the City and its staff is to provide co-ordination, advocacy, and support to those wishing to make our Downtown genuinely safe. With respect to perceptions, the real solution is to enable people to experience the Downtown as a safe place to be. Efforts to bring people downtown to festivals, the Sports, Hospitality and Entertainment District (SHED), and other special events are very worthwhile, if they provide a positive experience, which then may be shared in the broader community. We do need to talk about these things.

We must ensure that travel to and within downtown is as quick and as reliable as possible. David recommends that the Transit Department, the Winnipeg Parking Authority, the Downtown BIZ, the Exchange District BIZ, and other interested parties conduct an evaluation of the Downtown transit system and parking facilities and recommend adjustments and improvements as appropriate, for public review and City approval.

David wishes to ensure that Downtown is a place for people, that we be creative and imaginative in our streetscaping, places of shelter and refuge, our all-weather interconnections, and in safe design. However, he believes we should be concerned with the wellbeing of all people, including people in cars as well as people walking or cycling. He believes we should give high priority to implementing the long term pedestrian and cycling strategies which have recently been produced for the City, after substantial public consultation. In particular, we need to separate bus, cycling, and vehicular traffic as much as possible. We need a "Vision Zero," to commit to preventing all deaths and serious injuries on our streets.

David knows that considerable effort has gone into the search for a new downtown full-service grocery store. He will review the studies and the results of all the previous and current negotiations, and then seek to ensure that adequate service is provided within the Downtown, using whatever combination of public and private investment and management will work. Neechi Foods on North Main Street is being made to work, with substantial but justifiable investment and support from governments and the private sector. The City has just approved additional financing for Neechi Commons on a TIF basis. I am sure we can be creative enough to find a way of providing the desired level of service within the Downtown now.

With respect to economic development, our first priority should be to work closely with those businesses who are already downtown, to deal with their issues and needs and keep them thriving where they are. Second priority is to work with the real estate industry and potential new retailers to find ways of levelling the playing field and making downtown a viable option for expansion. Education-based developments are particularly well-suited for downtown location, and the “creative campus” concept for the Exchange District should be promoted and supported by the City.

## 16. Celebrate Winnipeg's Arts, Culture, Heritage and Creativity

Winnipeggers know we are privileged to enjoy magnificent arts, culture, heritage and creativity (ACHC) unexpected for a community of our size.

But many may not realize the huge economic and social impact of the ACHC sector, which employs some 26,000 Manitobans and generates \$1 billion in annual Gross Domestic Product, while reaching almost all Manitobans aged 15 or older and recording some 2.6 million admissions to ACHC events.

The creative arts are especially important for our youth, who often find the means to express themselves and to gain recognition for their many talents through the opportunities provided by the ACHC community. We are all the better for our participation in these fundamentally human activities. It's "who we are."

David endorses Vision 2030 developed by Manitobans for the Arts, which includes four strategies for City government:

- a) Integrate the arts, culture, heritage and creativity sector into municipal decision-making processes.
- b) Develop and expand creative spaces and facilities.
- c) Strengthen financial capacity and sustainability.
- d) Preserve our heritage.

## 17. Restrict Urban Sprawl and Public Costs

David believes the Provincial Government, the City, and the neighbouring municipalities in our Capital Region, all need to collaborate in the management of land uses and development approvals so as to minimize the public costs of accommodating a publicly acceptable range of options for residential and commercial growth and rejuvenation. We are talking about being good neighbours, whether in our immediate neighbourhoods, our larger communities, or the whole Capital Region. Land use planning and development controls are intended to provide all citizens with a reasonable degree of certainty as to the future nature of their own environment, and to ensure that the very significant expenses of development and/or rehabilitation are shared fairly by all parties.

This is not easy to do, but City Council has been making such far-reaching decisions every month, often without any clear understanding of the long term financial implications. There have been some attempts to produce limited cost-benefit analyses to support decisions to allow further suburban expansion, but David believes we must insist on the preparation and publication of independent comprehensive cost-benefit analyses for public review, before allowing for further urban sprawl, within and beyond the City's boundaries. Such analyses need to consider alternatives for accommodating the residential and commercial development envisaged, to lay bare the real impact of allowing development on the periphery instead of encouraging redevelopment of areas already serviced with the full range of public investments – such as in the Downtown and surrounding mature neighbourhoods.

18. Re-establish Effective Diplomatic Relations with other Governments and Public Institutions

As Mayor, David will invite the Premier and the Minister responsible for relations with the City of Winnipeg to re-establish the former regular meetings between an Urban Affairs Committee of Cabinet and the new Executive Policy Committee, to encourage frequent and frank communication and collaboration between the Provincial Cabinet and City Council on issues of common concern, including such matters as the development of new urban regeneration strategies, creative TIF and other public investment techniques, and innovative partnerships for heritage building preservation and conversion.

When David served as Deputy Minister of Urban Affairs, he and his staff supported such a municipal/provincial diplomatic process, which was highly successful in dealing with the full range of intergovernmental relations, from immediate crises to annual budgeting, to legislative changes, to major program development and review.

David will also seek to participate in regular tri-level diplomatic relationships with the Government of Canada as well as the Province and City, to enable the same kind of cooperation and collaboration by all the elected representatives of the citizens of Winnipeg. He knows this is possible, because he has already helped make such collaboration happen before.

## 19. Keeping Tabs on City Hall

Interested citizens with access to a computer and the Internet can learn a lot about what is happening at City Hall. Any citizen may ask to appear and speak briefly as a delegation before Council and its committees, as David Sanders has been doing relentlessly since he discovered how major City decisions were being mismanaged.

Complete videos of all Council meetings for 2013 and 2014 are found at:

**<http://www.winnipeg.ca/council/YTVideo/PreviousCouncilMeetings.stm>**

Complete agendas, minutes, disposition (decisions), and Hansard transcripts for Council meetings as far back as 2001 are found at the City's *Decision-Making Information System (DMIS)* website, at: **<http://www.winnipeg.ca/CLKDMIS/>**

Generally speaking, most controversial issues are discussed at least three times, at a Standing Policy Committee meeting, an Executive Policy Committee meeting, and at a Council meeting. Copies of written submissions from the public are published on the DMIS website along with the Minutes of Committees, but not with the Minutes of Council.

### WHAT HAS DAVID SANDERS BEEN SAYING?

The City's DMIS website is searchable, and if you search for "David Sanders" today, you will find **574 entries**, going back to **2005**. Of course, there are lots of duplicate entries where the same matter appears in the agenda and the minutes for several meetings, but his persistence in addressing a multitude of issues is apparent.

Throughout this election campaign, David will be explaining his understanding and position on each of the major issues of concern to the citizens of Winnipeg, and will be publishing summaries and references in this Issues section.

In the meantime, anyone interested in David's comments on recent City Hall issues can find his previous statements by searching the City's DMIS website.