

# **FORUM ON URBAN DEVELOPMENT AGREEMENTS**

## **“Lessons from the West”**

Doug Kalcsics  
Kalcsics and Associates Ltd.  
Toronto, Ontario  
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# Overview of Presentation

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- Municipal Government Perspective
- Recent History of Intergovernmental Partnership in Winnipeg (from 1981)
- Need for Public Consultation
- Themes and Practical Lessons

# Give the Punch Line First

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“An Ounce of Political Conviction is Worth  
a Pound of Bureaucratic Analysis”

This mantra drives everything else!

# Recent History of Intergovernmental Partnership

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- Winnipeg Core Area Initiative (CAI) Agreement, 1981
- Winnipeg Core Area Initiative II (Core II) Agreement, 1986
- Winnipeg Development Agreement (WDA), 1995
- Winnipeg Housing and Homelessness Initiative (WHHI) Memorandum of Understanding, 2000

# Winnipeg Core Area Initiative

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- 1981 to 1986
- Canada, Manitoba and Winnipeg as equal partners\*
- Geographically focused on Winnipeg's Downtown and inner city neighbourhoods
- \$96 million: \$32 million each
- Physical and socio-economic focus

# Winnipeg Core Area Initiative

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- Addressed issues of poverty and physical deterioration
- Equal financial participants in all programs and projects
- Decision-making: Policy Committee, Management Board, Coordinators Committee

# Winnipeg Core Area Initiative

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- Central CAI office for co-ordination, financial control, communication, and contracted program delivery
- Spawned North Portage Development Corporation as three-way entity to deliver on-going public policy objectives

# Winnipeg Core Area Initiative II

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- 1986 to 1992
- Canada, Manitoba and Winnipeg were equal partners\*
- \$100 million: \$33.33 million each
- Minimum of 10% financial participation by each partner in each program



# Winnipeg Core Area Initiative II

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- Continued geographic focus on inner city and Downtown
- Continued central CAI office for coordination, financial control, communication, and contracted program delivery
- Spawned Forks Renewal Corporation

# Winnipeg Development Agreement

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- 1995 to 2001
- Economic development agreement
- City-wide rather than area-targeted
- \$75 million: \$25 million each
- Policy Committee, Management Committee, Coordinators Committee

# Winnipeg Development Agreement

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- Economic Development Goals relate to:
  - creating safe and productive environments (Community)
  - providing skills, work experience and education (Labour Force)
  - helping to create jobs (Sectors)

# Winnipeg Development Agreement

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- Federal focus:
  - Aboriginal Centre: \$2.5 million
  - Housing: \$.5 million
  - Labour Force Training: \$13.75 million
  - Information Technology: \$4.75 million
  - Tourism/Heritage: \$1.5 million
  - Strategic Initiatives: \$1.5 million

# Winnipeg Development Agreement

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## ■ Provincial focus:

- North Main Development: \$1.5 million
- Urban Safety: \$3.5 million
- Neighbourhood Infrastructure and Housing: \$4 million
- Labour Force Training: \$1 million
- Transportation: \$5 million
- Riverbank Development: \$ 2 million
- Strategic Initiatives: \$2.5 million

# Winnipeg Development Agreement

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## ■ City focus:

- North Main Development: \$6 million
- Neighbourhoods: \$4 million
- Employment Equity: \$1.5 million
- Downtown: \$4 million
- Riverbank Development: \$1.5 million
- Heritage Buildings: \$5.5 million
- Strategic Initiatives: \$2 million

# Winnipeg Development Agreement

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- Partners had relative autonomy in program or project development
- Common communications
- Specific focus on Aboriginal conditions
- No central office for co-ordination and program delivery

# Winnipeg Housing and Homelessness Initiative

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- 2000 to present
- Memorandum of understanding rather than an agreement
- “Single window” office established
- Focus on core area housing, employment opportunities and other quality of life issues



# Winnipeg Housing and Homelessness Initiative

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- City committed \$7 million
- Manitoba \$8 million
- Canada contributed about \$7 million
- Additional projects and programs continue to be added

# Overarching Lesson: Need for Public Consultation

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- Formal commitment in for Public Information and Participation
- Front end consultation prior to agreement design
- During program development
- During program implementation

# Need for Public Consultation

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- Variety of techniques: forums, community consultations, focus groups, stakeholder interviews, surveys, and open houses
- “Use any technique that works”

# General Themes and Practical Lessons

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- Culture of collaboration and partnership needed at all levels: political, senior administrative, and program delivery levels
- Spin off initiatives can be significant
- Each agreement was structured to suit political realities of the day

# General Themes and Practical Lessons

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- One collaboration leads to others: a tradition becomes established
- Informal relationships and networks emerge that make things happen both inside and beyond the agreements
- Recognition of differences in each system

# Specific Themes and Practical Lessons

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- Model should provide political, policy and administrative leadership
- Model should be based on a shared vision of what has to be done
- Each jurisdiction should also be able to pursue individual priorities

# Specific Themes and Practical Lessons

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- Uses, for the most part, existing staff to deliver programs
- Complementary program opportunities
- Leverage of non-government funds
- Multi-year commitments needed

# Specific Themes and Practical Lessons

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- Need for regular meetings of Policy Committee and Management Committee
- Be on the look out for stress on existing workloads and staff
- Need for performance measures
- Need for coordination across programs



# Specific Themes and Practical Lessons

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- Need strong communications strategy
  - Respect for the imperatives of each system
  - Messages based on consensus, not unanimity
  - Protocols to avoid embarrassments

# Final Comment

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- Breadth of issues determines that no single level of government has the capacity to individually succeed
- Therefore the three levels of government have seen the benefit of pooling resources
- Not perfect and not always in lock step, but these relationships certainly beat the alternative.

# Recent Events to Consider

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- M.O.U. Signed in Winnipeg
- Mayor Glen Murray's New Deal and Newer Deal
- FCM
- Big City Mayors Full Court Press
- Federal Government's Declaration Regarding Cities