

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON  
MUNICIPALITÉ RÉGIONALE D'OTTAWA-CARLETON

REPORT  
RAPPORT

Our File/N/Réf.           **03 03-97-0001**  
Your File/V/Réf.

DATE                       10 October 1997

TO/DEST.                 Co-ordinator  
Corporate Services and Economic Development Committee

FROM/EXP.               Chief Administrative Officer

SUBJECT/OBJET           **CITIZENS' REVIEW PANEL ON LOCAL GOVERNMENT  
RESTRUCTURING IN OTTAWA-CARLETON:  
WORK AND CONSULTATION PLAN AND BUDGET**

### **REPORT RECOMMENDATIONS**

**That the Corporate Services and Economic Development Committee recommend Council approve:**

- 1. the Citizens' Review Panel on Local Government Restructuring in Ottawa-Carleton: Work and Consultation Plan attached as Annex A;**
- 2. the Budget in support of the Workplan, in the amount of \$250,000 as detailed in the attached Annex B of which 50 percent is payable by the RMOC, with 50 percent allocated between the City of Ottawa and the area municipalities represented by the Ottawa-Carleton Mayors Forum.**

### **BACKGROUND**

On Tuesday, 12 August 1997, the Ottawa-Carleton Governance Selection Panel announced the thirteen appointments made to the Citizens' Review Panel on Governance in Ottawa-Carleton as follows:

Catherine Boucher  
Kenneth Clavette  
Arnold Faintuck  
Len Franceschini  
Grete Hale  
Frank Ling  
Marianne Wilkinson

Claudia Chowaniec  
Diane Desaulniers  
Peggy Feltmate  
Camille Guilbault  
Linda Lalonde  
Gisèle Richer

The Co-Chair's of the Panel are Grete Hale and Diane Desaulniers.

The mission statement of the Panel is to create a model of local governance that will enable the growth and development of Ottawa-Carleton as a healthy community that balances economic, social and environmental requirements as it moves forward into the 21st century. Information on the Panel's vision, goals and criteria for the model of governance is outlined in Annex A.

### FINANCIAL IMPLICATIONS

At its meeting of 12 March 1997, Regional Council approved an amount of \$75,000 (Motion No. 69) to be provided from the Region-Wide Capital Reserve Fund. Motion 69 also directed that it would be acceptable if the area municipalities collectively wished to provide 50% of the above noted amount. As noted on Annex B, the \$75,000 allocation forms part of the \$250,000, budget. Accordingly, the RMOC portion of the \$250,000 proposed budget is \$125,000.

### CONCLUSION

The Panel has been meeting since 4 September, 1997 and has subsequently established its Work and Consultation Plan and Budget as attached as Annexes A and B to this report. The Chief Administrative Officers for the RMOC, City of Ottawa and the Ottawa-Carleton Mayors Forum, met with the Citizens' Panel and are in agreement with the attached report. Following consideration by Regional Council the Work Plan and Budget, will be presented to the Ottawa-Carleton Mayors' Forum and the City of Ottawa for approval.

*Approved by  
C.M. Beckstead*

Attach. ( 2 )

### FINANCE DEPARTMENT COMMENT

Funds in the amount of \$50,000 is available for transfer from the Region Wide Capital Reserve Fund bringing the revised net regional cost to \$125,000.

Subject to Council Approval.

*Approved by C. Colaiacovo  
on behalf of the Finance Commissioner*

# **The Citizens' Review Panel on Local Governance in Ottawa-Carleton**

**Proposed Work and Consultation Plan and Budget  
for Presentation by the Panel Members to each of the  
Municipal and Regional Governments**

**10 October 1997**

## **The Citizens' Review Panel on Local Governance in Ottawa-Carleton Work and Consultation Plan and Budget**

### **Mission**

The Panel's mission is to create a model of local governance that will enable the growth and development of Ottawa-Carleton as a healthy community that balances economic, social and environmental requirements as it moves forward into the 21st century.

### **Vision**

The model of governance envisaged by the Panel will motivate Ottawa-Carleton to continue evolving as a place that is internationally recognized for its quality of life, variety of opportunities, justice, caring, highly qualified workforce, safety, prosperity, and natural environment.

### **Goal**

The Panel will seek to develop a recommended design that is more than a compromised blending of all that they hear in their consultations with citizens. The Citizens' Panel will engage Ottawa-Carleton residents in meaningful discussions that will serve to better inform and educate people about how local government works. The Panel's goal is to create an integrated model they believe will best serve the citizens of Ottawa-Carleton.

### **Criteria for the model of governance**

The Panel believes the following to be the basic criteria for a new model of governance:

- |                               |   |
|-------------------------------|---|
| <b><i>Accessible:</i></b>     | easy citizen access to the elected and staff decision-makers who are responsible for municipal services   |
| <b><i>Inclusive:</i></b>      | recognition of communities as an important component of decision-making   |
| <b><i>Representative:</i></b> | fair and democratic citizen representation  |
| <b><i>Comprehensive:</i></b>  | addresses all municipal functions and services; ensures service delivery at a level communities believe to be appropriate; identifies clear and logical responsibility for service delivery |
| <b><i>Comprehensible:</i></b> | easy to understand who does what  |
| <b><i>Visible Value:</i></b>  | perceived return on tax dollars   |
| <b><i>Cost Effective:</i></b> | efficient delivery of appropriate quality service   |

## PROPOSED WORK AND CONSULTATION PLAN

\*\* There will be need for consultation at every phase and for every step in the process. Information must flow to and from members of the public, interest groups, Municipalities, Region and the media. Each member of the Citizens' Panel will be available to meet with Ottawa-Carleton residents and to answer media's questions on their work.

<u>PHASE</u>	<u>ACTIVITY</u>	<u>DELIVERABLE</u>	<u>CONSULTATION AND COMMUNICATION NEEDS</u>
<p><b><i>I. Work plan</i></b></p> <p>Present work plan, budget, vision and criteria</p> <p><b>Timing: October 1997</b></p>	<ul style="list-style-type: none"> <li>- Develop work and communication plan</li> <li>- Develop budget</li> <li>- Meet with CAO's, Mayors' Working Group, Councils</li> <li>- Communicate Work Plan to the public</li> <li>- Organize logistics: office, staff, insurance, etc.</li> <li>- Consult with Citizens Groups in other parts of Canada and with experts/ researchers/ academics in the field of local governance</li> <li>- Take steps to ensure provincial legislation is passed</li> </ul>	<p>Presentation of work plan and approval of budget by RMOC and Municipalities as well as commitment to support the work of the Panel.</p>	<ul style="list-style-type: none"> <li>- Press Release</li> <li>- Presentations; speaking notes, speeches, Q &amp; As</li> <li>- Web pages, phone-in lines, surveys, public interest announcements, articles in community papers, Citizens' Panel ad, etc.</li> </ul>

<u><b>PHASE</b></u>	<u><b>ACTIVITY</b></u>	<u><b>DELIVERABLE</b></u>	<u><b>CONSULTATION AND COMMUNICATION NEEDS</b></u>
<p><b><i>II. Development of Conceptual Models</i></b></p> <p>Read , research, organize focus groups</p> <p><b>Timing: November / December 1997</b></p>	<ul style="list-style-type: none"> <li>- Identify communities in the Region</li> <li>- Analyze financial information (of existing information, of options for consultation)</li> <li>- Review and analyze existing local proposals as well as other Canadian experiences</li> <li>- Identify constraints (legislative constraints, existing municipal assets and liabilities, collective agreements, etc.)</li> <li>- Analyze local data (demographic data, information on services and costs, etc.)</li> <li>- Create options/models as starting point for broader community consultations</li> </ul>	<p>Set of scenarios/ conceptual models of governance</p>	<ul style="list-style-type: none"> <li>- Same as above</li> <li>- Focus groups</li> <li>- 3 or 4 public meetings throughout Region</li> </ul>
<p><b><i>III. Broader Consultation on Options</i></b></p> <p>Blitz: meetings, surveys, phone line, fax on demand, E-mail, web page, talk shows, community papers</p> <ul style="list-style-type: none"> <li>- Need to look at financial impacts</li> </ul> <p><b>Timing: January - March 1998</b></p>	<p>Broad community consultation to:</p> <ul style="list-style-type: none"> <li>- Solicit and transmit information from residents of Ottawa-Carleton</li> <li>- Hold major consultations throughout the Region</li> <li>- Meet with interest groups</li> <li>- Co-ordinate with Municipalities through partnering with Citizens' Panel members</li> <li>- Analyze input from consultation process</li> </ul>	<ul style="list-style-type: none"> <li>- Knowledge of concerns, agreements</li> <li>- Identification of common denominators and other elements to consider</li> </ul>	<ul style="list-style-type: none"> <li>- Press releases for each meeting</li> <li>- Ads in papers: dailies, community</li> <li>- Discussion groups</li> <li>- Qs and As, prepared speaking notes or speeches for Citizens' Panel Members</li> <li>- Update web pages and other similar tools</li> </ul>

<u><b>PHASE</b></u>	<u><b>ACTIVITY</b></u>	<u><b>DELIVERABLE</b></u>	<u><b>CONSULTATION AND COMMUNICATION NEEDS</b></u>
<p><b><i>IV. Development and Testing of Draft Recommendation(s)</i></b></p> <p>Seek feedback on conclusions and proposed option(s)</p> <p><b>Timing: April 1998</b></p>	<ul style="list-style-type: none"> <li>- Develop concept(s)</li> <li>- Cost the concepts</li> <li>- Consult with communities and stakeholders to test basic direction of recommendation(s)</li> <li>- Prepare draft report: review and seek comment</li> </ul>	<ul style="list-style-type: none"> <li>- Guidance for final report (review and revise if necessary)</li> <li>- Draft report prepared, tested and revised</li> </ul>	<ul style="list-style-type: none"> <li>- Polling</li> <li>- Flyers, pamphlets</li> <li>- Questionnaire</li> </ul>
<p><b><i>V. Presentation of Report and Transition Plan</i></b></p> <p>Table document</p> <p><b>Timing: May - Early June 1998</b></p>	<ul style="list-style-type: none"> <li>- Finalize recommendations</li> <li>- Develop global Transition Plan (schedule, major costs, human resources issues, etc)</li> <li>- Finalize report (translation and printing)</li> <li>- Release report to Municipalities and Region</li> <li>- Present recommendation(s) to the public and other stakeholders</li> </ul>	<p>Recommendation(s)</p>	<ul style="list-style-type: none"> <li>- Press releases</li> <li>- Presentation</li> <li>- Qs &amp;As, speaking notes and speeches for Citizens' Panel Members</li> </ul>
<p><b><i>VI. Final Report Follow Up</i></b></p> <p>Support communication/discussion of recommendations</p> <p><b>Timing: July - October 1998</b></p>	<ul style="list-style-type: none"> <li>- Encourage/ organize discussions</li> <li>- Assist with Transition Plan</li> <li>- Wrap up work of Citizens' Panel</li> </ul>		

**PARTNERED APPROACH  
FOR COMMUNICATIONS AND CONSULTATION**

<b><i>PANEL MEMBER</i></b>	Catherine Boucher	Claudia Chowaniec	Ken Clavette	Diane Desaulniers	Arnold Faintuck	Peggy Feltmate
<b><i>MUNICIPALITY</i></b>	Vanier	Kanata	West Carleton	RMOC	Osgoode	Nepean
<b><i>INTEREST GROUPS*</i></b>	Women/ Social Housing	Business Associations	Arts, Culture Municipal/ Regional Employees Labour	Education	Service Clubs	Social Services

<b><i>PANEL MEMBER</i></b>	Len Franceschini	Camille Guilbault	Grete Hale	Linda Lalonde	Frank Ling	Gisèle Richler	Marianne Wilkinson
<b><i>MUNICIPALITY</i></b>	Rockcliffe	Cumberland	RMOC	Goulbourn	Rideau	Gloucester	Ottawa
<b><i>INTEREST GROUPS*</i></b>	Sports Clubs	Francophone Community Associations	Seniors	Youth	Ethno Cultural	Health	Rural and Community Associations

\*Interest groups:

Social Services  
Women  
Youth  
Seniors  
Health  
Social Housing

Ethnocultural  
Business Associations  
Rural Associations  
Sports Groups  
Municipal/Regional  
employees

Arts, Culture and Heritage  
Community Associations  
Services Clubs  
Education  
Labour Groups



**CITIZENS' REVIEW PANEL ON  
LOCAL GOVERNMENT RESTRUCTURING**

**Proposed Budget 1997/1998**

1.	Human Resources	
	- Internal Support for Panel	\$60,000
	- External Contracts for specific analysis needs	\$40,000
2.	Meetings with Experts	
	- Travel expenses	\$5,000
3.	Consultation Process and Communications	
	- Consultative Process - advertising, logistics	\$40,000
	- Printing and mailing	
	- Communications: Web site, Fax line, etc.	
4.	Translation and Interpretation	\$25,000
5.	Office Costs: rental, equipment and supplies	\$20,000
6.	Panel Members Honorarium (13 x \$2500)	\$32,500
	- Other expenses/ mileage	\$7,500
7.	Contingency (10%)	\$20,000
	<b>Total</b>	<b>\$250,000*</b>

**\* Note: Total includes the \$75,000 originally allocated to the Citizens' Panel by the Municipalities.**

**\* Note: RMO portion of proposed budget is 50% or \$125,000.**