INTERNAL WORKSHOP ON COMMUNITY ENGAGEMENT
Workshop Results

From Monday, Aug. 17 to Friday, Sept. 4, Deputy City Managers, directors, managers, supervisors and project managers were invited to participate in an online self-guided workshop on community and stakeholder engagement. The purpose of the online workshop was to validate the initial feedback collected from senior leadership in 2015 by consultant Delaney and Associates, and from staff in 2016, through the Community Engagement Working Group. The City also examined current engagement practices among 16 similar-sized municipalities and regions in Ontario and used this information as a benchmark for expanding Vaughan's engagement methods. Additionally, Vaughan citizens, through the 2018 Citizen Satisfaction Survey, had valuable insights to share in terms of needs and opportunities that have also been considered.

The workshop also shared some of the actions that will be taken through the Community Engagement Framework. The Corporate and Strategic Communications department has been working to establish a **Community Engagement Framework** based on internationally recognized standards and influenced by input received over the years from senior leaders, staff and the public. The framework will endeavour to:
- clearly define community engagement
- establish a clear process for planning engagements
- help teams identify appropriate audiences to engage with
- suggest strategic techniques to engage the public
- provide a wide selection of templates, tools, samples and resources to support staff in planning and executing engagement
- support staff in their overall efforts to plan and execute engagements

This key internal stakeholder group has undertaken processes to collect input from citizens and stakeholders on certain decisions or matters or they are mandated to, so their feedback on this corporate initiative is important.

The online workshop was broken into various sections, which took anywhere from approximately three to 14 minutes to complete, and there were a total of 70 responses across all sections.

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SECTION 1: WHAT WE HEARD – We need to increase our commitment to meaningful engagement.

Q: Please provide any comments or questions, if any, about the purpose of the draft policy.

As part of this section, workshop participants were informed that the Corporate and Strategic Communications department wrote a draft corporate policy for engagement, which will be taken to the Policy Committee in late 2020. Workshop participants were given an opportunity to review the purpose statement of the policy and provide comments. The feedback indicates general support for the purpose of the policy. There were a few questions inquiring about specifics related to planning and executing engagement, such as how to ensure engagement is timely, how to report back on engagement, where education fits into an engagement process and whether there is an existing contact list of active stakeholder groups. These questions are all addressed in the corporate procedures, resources and tip sheets developed for staff for the purposes of planning and executing engagement. Answers to all questions received through the workshop are answered in Appendix A.

The following are the verbatim comments received:
- Soliciting feedback from departments expected to execute/facilitate the community engagement and their comments on the draft policy will be valuable, to ensure that the draft policy is consistent with departmental processes.
- I would echo the point that there needs to be "consistent, strategic and corporate-wide approach for planning and executing community engagement." Too often engagement is planned as one-offs, confusing the public and not efficiently using staff resources.
- The consistent, corporate-wide approach to community engagement is a good idea, with the understanding that department-specific strategies may be required as well.
- Looks great to me!
- I agree that we should be moving away from conventional engagement with residents by way of hardcopy newsletters and communications and move exclusively towards digital communication via City website with user friendly ULRs, social media, direct email, etc.
- What about timely engagement? Engaging the public for feedback on something that occurred several months ago does not provide relevant or accurate information.
- Is there a list of stakeholder groups that we actively work with or would like to work with?

- How will results of public engagement be shared? Will they be shared only with the group/dept. looking to engage or will the results be shared at the SLT level in the event that they are of insight/value for others?
- How does education fit into engagement? Education to have a better understanding of what is being discussed so that discussions stay focused on the topic.
- Solid definition. Comprehends the new reality created by the pandemic.

Q: Please provide any comments or questions, if any, about the scope of the draft policy.

Workshop participants were given an opportunity to review and provide comment on a list of stakeholders for whom the policy would be applicable to. The feedback indicates general support for this section of the policy. Answers to all questions received through the workshop are answered in Appendix A but will also mainly be addressed through the corporate procedures, resources and tip sheets developed for staff for the purposes of planning and executing engagement.

The following are the verbatim comments received:
- Will the draft policy be enforced still when it's in "draft" mode, or does it need to be approved by SLT-E or Council first?
- Where can I find the draft policy?
- How flexible will the draft policy be in accommodating potential innovative techniques put forward by consultants?
- Does the draft policy take into consideration other Regional and Provincial consultation policies/initiatives?
- Looks fine
- Having a policy will make for discussions with Consultants all the easier as there will be a document that can be shared. This will also improve the RFP process as we can specifically note the requirements for external public engagement through referencing the policy and the expected deliverables as well.
- Would this apply to external stakeholder consultations? Is this considered "community engagement?"
- Appropriate

Q: Please review the list of roles and responsibilities and feel free to leave any comments or questions you may have.

Workshop participants were given an opportunity to review and provide comment on the roles and responsibilities of staff, the senior leadership team, Corporate and Strategic

Communications staff and participants and stakeholders. The feedback indicates general support for this section of the policy. The verbatim comments received are listed in Appendix B. Answers to all questions received through the workshop are answered in Appendix A but will also mainly be addressed through the corporate procedures, resources and tip sheets developed for staff for the purposes of planning and executing engagement.

Q: In your opinion, and in one word, community engagement should be… (e.g. inclusive)?

This question was presented as open-ended and workshop participants were welcome to provide up to five words. Eighty-five responses were collected and organized into five key themes (in order of most responses):
- Meaningful
- Accessible and Inclusive
- Process
- Respectful and Honest
- Open and Transparent

These key themes appropriately align with the City of Vaughan's intent to adopt the International Association of Public Participation's (IAP2) Code of Ethics. The Code of Ethics acts as a set of guiding principles that will govern the development and execution of engagement processes, help make better decisions that reflect the interests and concerns of potentially impacted parties and serve to ensure the integrity of the City's community engagement. The key themes also demonstrate alignment with themes extrapolated from the public survey on community engagement, which means the City and its various publics are on the same page when it comes to wanting the same desired outcomes for engagement.

The following chart details each element of the IAP2's Code of Ethics and demonstrates alignment with the results of the workshop.

IAP2 CODE OF ETHICS	RESULTS OF THE WORKSHOP
Purpose: The City supports community engagement as a process to make better decisions that incorporates the interests and concerns of affected stakeholders and meets the needs of the decision-making body.	**Process**: Many workshop participants highlighted the importance of process to ensure engagements are informative, timely and clearly defined. Comments also pointed to the need for engagement to be strategic, targeted and thoughtfully planned out.

Role of Practitioner: The City will enhance the citizens' and stakeholders' participation in the decision-making process and assist decision-makers in being responsive to the public's concerns and suggestions.	**Meaningful**: Engagement processes should be interesting and collaborative, while offering an experience that is enjoyable and empowering. Workshop participants also noted that engagement processes should be focused on dialogue and building relationships.
Trust: The City will undertake and encourage actions that build trust and credibility for the engagement process among all the participants.	**Open and Transparent**: This speaks to hosting engagement processes that are unbiased and non-judgment. Workshop participants also noted the importance of taking ownership and being willing to accept the "bad" with the "good."
Openness: The City will encourage the disclosure of all information relevant to the public's understanding and evaluation of a decision.	
Defining the Public's Role: The City will carefully consider and accurately portray the public's role in the decision-making process.	N/A
Access to the Process: The City will ensure stakeholders have fair and equal access to the community engagement process and the opportunity to influence decisions.	**Accessible and Inclusive**: Workshop participants note that engagements should be simple, clear and concise to welcome involvement.
Respect for Communities: The City will avoid strategies that risk polarizing community interests or that appear to "divide and conquer."	**Respectful and Honest**: Engagement should be a process that is positive, empathetic and altruistic, where people are working together, not against each other. Workshop participants also note the importance of co-operation and use of appropriate moderation when necessary.
Advocacy: The City will advocate for the community engagement process and will not advocate for interest, party or project outcome.	N/A
Commitments: The City will ensure all commitments made to the public, including those by the decision-maker, are made in good faith.	N/A

Support of the Practice: The City will stay informed of new developments and standards in the field and educate decision-makers and the public about the value and use of community engagement.	N/A

SECTION 2: WHAT WE HEARD – We need to develop a common understanding of engagement across all levels.

Q: Do you have any comments or questions, if any, about the Vaughan Engagement Spectrum?

As part of this section of the workshop, participants were given information about the Vaughan Engagement Spectrum – a tool, based on the IAP2's Spectrum of Public Participation, that essentially defines public engagement. The spectrum outlines the role of the public, engagement goals, the City's actions and desired outcomes at each stage. Participants were asked to provide any comments and the following verbatim comments were received. Answers to all questions received through the workshop are answered in Appendix A but will also mainly be addressed through the corporate procedures, resources and tip sheets developed for staff for the purposes of planning and executing engagement.

- Will there be an effort to standardize this engagement approach (e.g. through software or training)? Otherwise, engagement through "department 1" may be different from "department 2". There needs to be some flexibility for being different based on different engagement purposes; but inconsistent approaches may appear sloppy to the participants.
- Text is too small and not very legible, very difficult to read.
- Will the CSC or Departments require to hire staff resources, experienced and trained in Public Participation? Who will be the leaders?
- I have completed multiple public participation meetings and processes in multiple communities with and without consultants and on various sized projects. There is never been an elimination of negative impacts or viewpoints. In fact, these meetings are dominated by persons against the projects or efforts. Typically anyone that is proactive and in agreement is not in attendance. This causes an unbalanced perception of what is the actual public perception.
- The Information in each of the boxes under the spectrum icons is illegible. Even with enlarging my screen to 400% I could not read the explanations of the Goal, Action and outcomes
- Not at this time.
- This is a very helpful framework for engagement.
- Appears to be a positive, proactive model.
- Seems like a good model.

SECTION 3: WHAT WE HEARD – We need to employ a variety and consistent set of engagement tools.

As part of this section of the workshop, participants were given information about a resource developed by the Corporate and Strategic Communications department that aligns with the Vaughan Engagement Spectrum and outlines appropriate tools and techniques to employ for a given engagement process. Participants were asked to provide any comments and the following verbatim comments were received. Answers to all questions received through the workshop are answered in Appendix A but will also mainly be addressed through the corporate procedures, resources and tip sheets developed for staff for the purposes of planning and executing engagement.

- Who is expected to manage communications with the various channels?
- If all on a single City staff, they can be overwhelmed given their current role and responsibility.
- Text is very small and difficult to read.
- Again, who will lead this initiative in CSC and do they have the wide spectrum of public engagement experience in order to properly define the action course? Depending on project size and nature, different strategies will be required. Who has this experience? CSC? Department?
- I love that this lays out for staff how methods to use for engagement. Sometimes, I don't know what method is good for which audience.
- Under share information - suggested add, Access Vaughan agents / contact centre (aside from the Synthia message).
- Need to ensure funding exists for these activities; develop costing models to help with project budgeting.
- Seems like a comprehensive approach.
- Too many items in list.

SECTION 4: WHAT WE HEARD – We need to ensure there is a representative sample of community views. We need to engage beyond the usual suspects. We need strategies to combat low participation and make it simpler for people to engage.

Q: To what degree do you support a "go to where the people are" or "take it to the people" approach?

In this section, workshop participants were informed that the Corporate and Strategic Communications department intends to continue to drive a "go to where the people are" approach to community and stakeholder engagement and asked whether they are in support of such an approach. One hundred per cent of respondents either support or strongly support this approach.

	Strongly support	Support	Neither	Do not support	Strongly do not support
■ Responses	50.00%	50.00%	0.00%	0.00%	0.00%
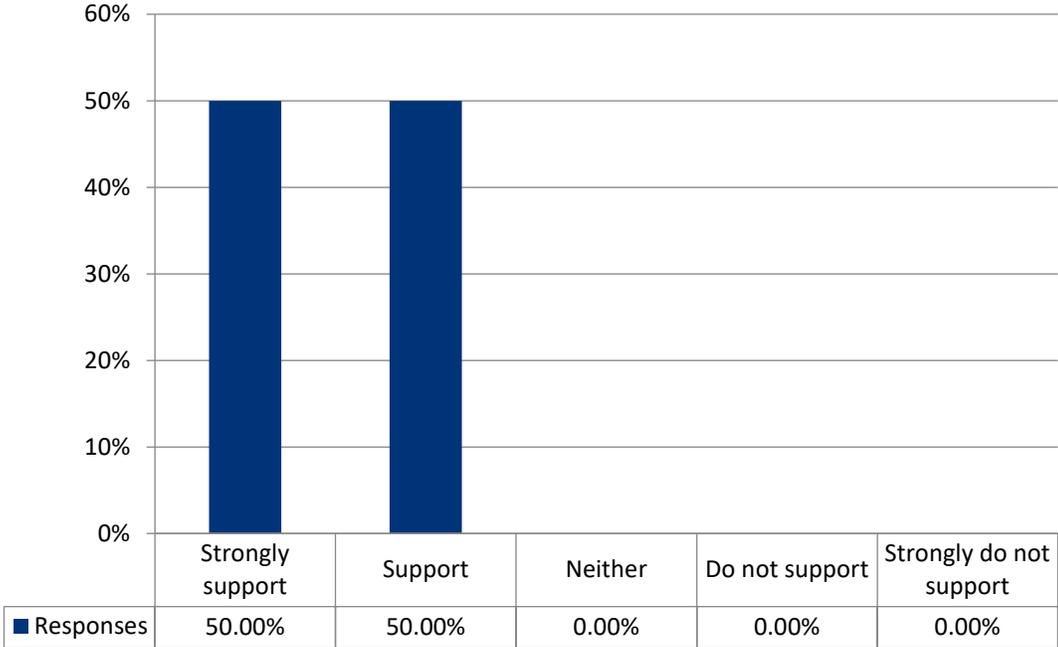
Workshop participants were asked to provide any comments about a "go to where the people are" approach and the following verbatim comments were received. Answers to all questions received through the workshop are answered in Appendix A but will also mainly be addressed through the corporate procedures, resources and tip sheets developed for staff for the purposes of planning and executing engagement.

- What about putting poll ballots at private places where the targeted demographic may frequent? E.g. bakeries, restaurants, etc.

- We need perceptive understanding of the project and the potential public reactions. We need to focus just as much or more on the positive reactions as opposed to the negative ones. Too often, meetings and projects are hijacked by the ones who talk loudly and have very specific and selfish reasons to be negative. Those who are positive either do not show up or are shouted down. It is absolutely essential to seek and gather all perspectives.
- With COVID - "going to where the ppl are" means social media/online too. In-person is always best in my opinion.
- As long as residents are engaged at a point in the process where their input will be considered, I think this is a great approach.
- For any change/innovation, need to create Awareness and Desire. Change management theory states that knowing all the needs and desires up front helps in planning and ultimate acceptance of change. Sometimes the most negative stakeholders can become the most positive proponents if asked and views concerned in the planning process.
- This is a great approach and shows the City's commitment to its citizens.

Q: Have you ever conducted a stakeholder mapping exercise - such as outlined above - as part of your engagement planning process?

Participants were also made aware that as part of the engagement planning process, the department would also strongly promote, and may in some cases help to facilitate, stakeholder mapping exercises and asked if they had ever conducted one. About half of respondents (55 per cent) had, while 40 per cent had not and five per cent were unsure.

	Yes	No	Don't know/unsure
■ Responses	55.00%	40.00%	5.00%
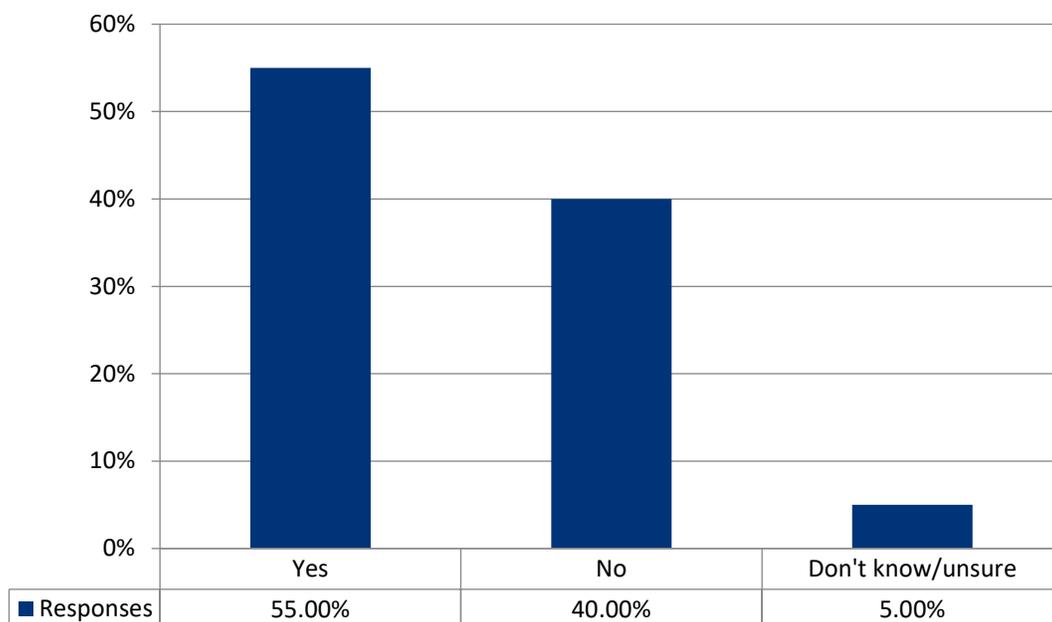
Q: Did you find the stakeholder mapping exercise to be valuable to your overall engagement planning process?

For those who had conducted a stakeholder mapping exercise, 100 per cent said the process was either valuable or very valuable.

	Very valuable	Valuable	Neither	Not valuable	Not at all valuable	Don't know/unsure	N/A
■ Responses	35.00%	35.00%	0.00%	0.00%	0.00%	0.00%	30.00%
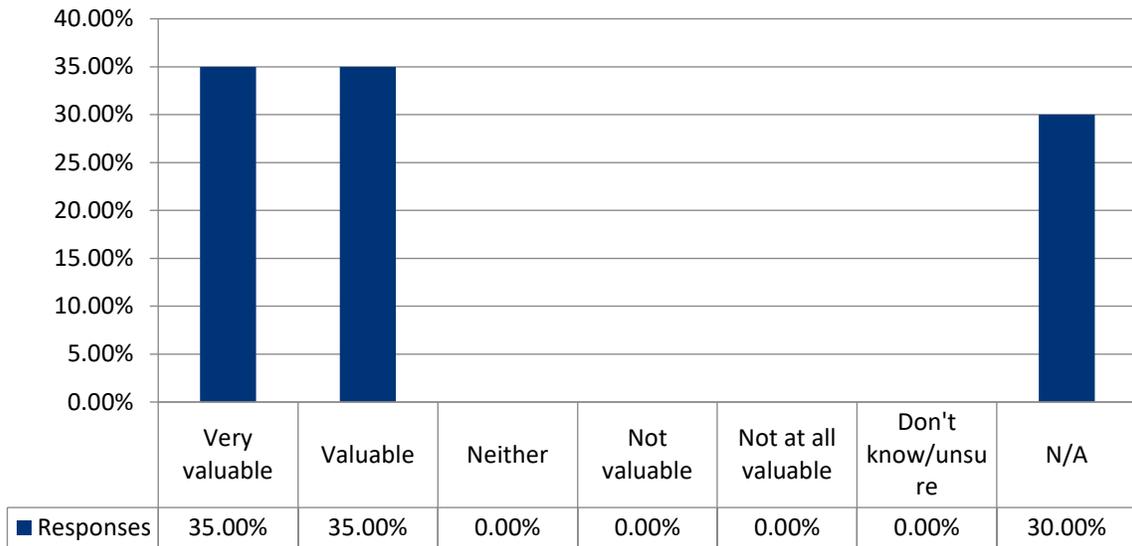
Q: How likely are you to want to conduct a stakeholder mapping exercise for an upcoming project requiring engagement?

Eighty-five per cent of respondents said they would either be likely or very likely to want to use stakeholder mapping for an upcoming project requiring community engagement.

	Very likely	Likely	Neither	Unlikely	Very unlikely	Don't know/unsure
■ Responses	45.00%	40.00%	0.00%	0.00%	0.00%	15.00%
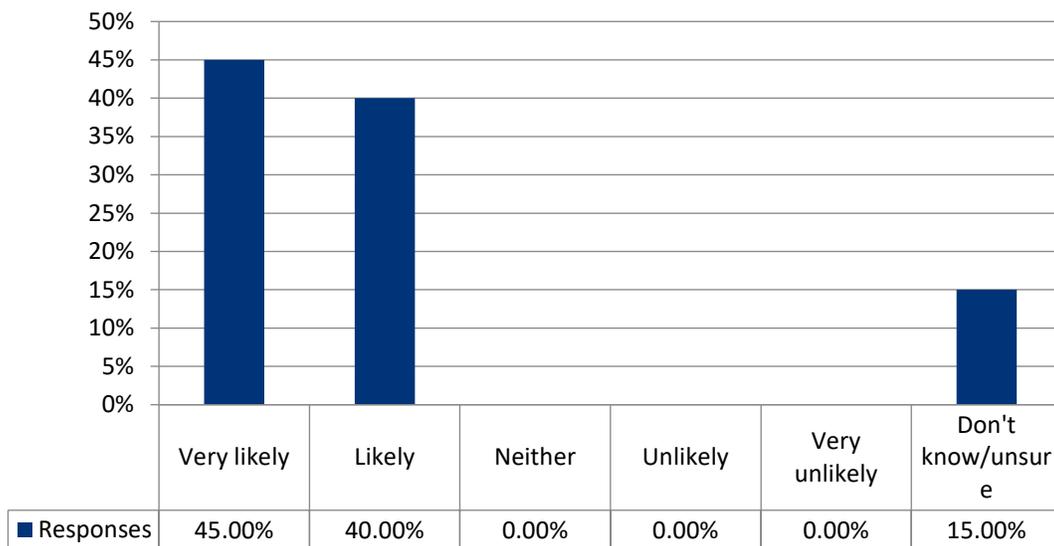
Q: Do you have any comments or questions, if any, about stakeholder mapping exercises to support the engagement planning process?

Workshop participants were asked to provide any comments about stakeholder mapping and the following verbatim comments were received. Answers to all questions received through the workshop are answered in Appendix A but will also mainly be addressed through the corporate procedures, resources and tip sheets developed for staff for the purposes of planning and executing engagement.

- How soon can C&SC Department help facilitate this?
- Is it the same as having a Consultation Plan/Strategy?
- Eager to participate but we need the knowledge and experiential base to provide the proper scale and perspective for specific projects. It is not a made for all recipe and only experience and knowledge can define the proper path and process.
- My experience with mapping was during my employment with another municipality.
- This stakeholder mapping coincides with change management. At the province, we use to have our corporate communications manage change management strategies for us because of the interdependencies.
- Have to have the right makeup of the project team to identify stakeholders.

Q: Is there interest among City departments to contribute to funding such a program in exchange for participating in feedback collection and city-wide promotion?

Workshop participants were given information about an idea called the Food for Feedback initiative. Inspired by the City of Burlington, the City of Vaughan will explore launching its own project with the same premise — a large community engagement barbecue where residents can attend to connect with City staff and Council to provide feedback on municipal projects, initiatives and decisions. Attendees will receive a free lunch from participating food trucks in exchange for their feedback. This project will be explored as a once-per-year initiative once physical distancing measures are no longer in place.

Out of 20 respondents, half (50 per cent) were not interested in supporting such an initiative, while 30 per cent said they were interested in a less than $1,000 per year contribution and 20 per cent in a $1,000 to $5,000 yearly contribution.

	Less than $1,000 yearly contribution	$1,000 to $5,000 yearly contribution	More than $5,000 yearly contribution	Not interested
■ Responses	30.00%	20.00%	0.00%	50.00%
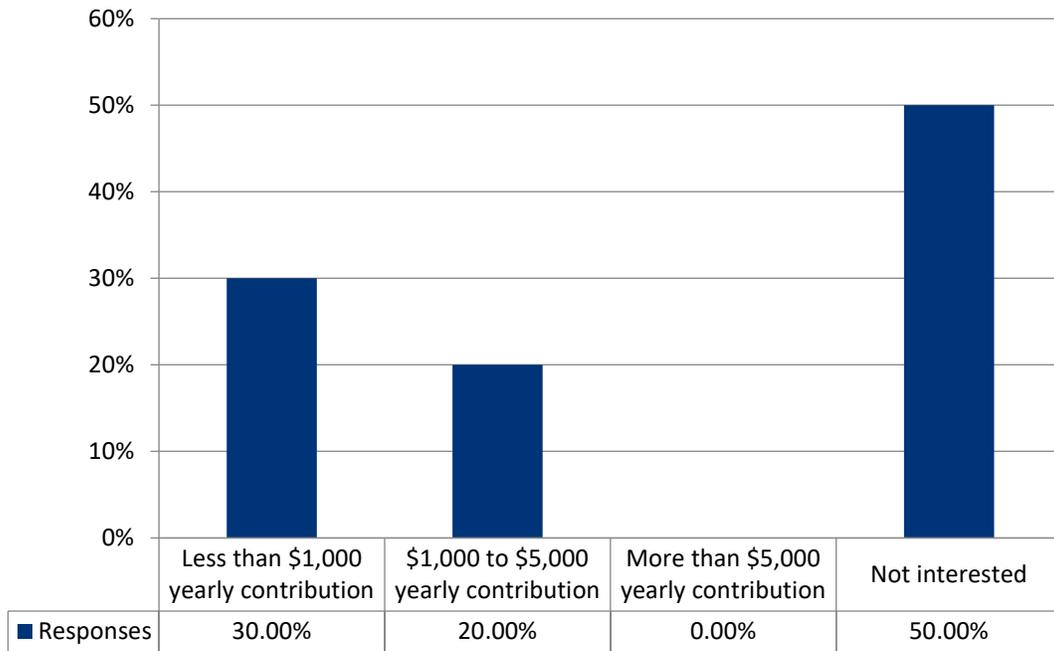
SECTION 5: WHAT WE HEARD – We need to evaluate the success of community engagement efforts and understand how to do this.

Q: Do you have any comments or questions, if any, about measuring the success of an engagement process?

As part of this section, workshop participants were given information about a process for thinking strategically about and developing engagement goals, objectives and success indicators to make it easier to evaluate the success of engagement and establish confidence in the engagement process. Participants were asked to provide any comments about this approach and the following verbatim comments were received. Answers to all questions received through the workshop are answered in Appendix A but will also mainly be addressed through the corporate procedures, resources and tip sheets developed for staff for the purposes of planning and executing engagement.

- Participant engagement also needs to be reconciled against current policies/procedures/studies/reports and Council direction to date; and how to balance that if participant feedback is in conflict with current policies/procedures/studies/reports to date.
- It could be difficult and resource intensive to ask for these surveys. Is there a way to streamline the survey creation/requests/summaries?
- Looks great.

SECTION 6: WHAT WE HEARD – Project teams need to understand the full financial scope of the commitment to engage.

Q: Do you have any comments or questions, if any, about understanding and planning for the financial aspects of engagement?

As part of this section, workshop participants were given information about an ongoing "What Does Engagement Cost?" resource that the Corporate and Strategic Communications department is managing. This document provides examples of engagement scopes of work that fall under the following categories: under $10,000, under $50,000, more than $50,000. Participants were asked to provide any comments about this approach and the following verbatim comments were received. Answers to all questions received through the workshop are answered in Appendix A but will also mainly be addressed through the corporate procedures, resources and tip sheets developed for staff for the purposes of planning and executing engagement.

- Please provide this (and other) data in a central repository (e.g. C&SC SharePoint) so that it's readily accessible for budget estimating purposes by Staff.
- Great job!
- Interesting options.
- I'm surprised this doesn't cost more.
- Transcribing services that are video recorded might be less expensive than someone's notes.

APPENDIX A – Q AND A

Q: What about timely engagement [in reference to the purpose of the draft policy]? Engaging the public for feedback on something that occurred several months ago does not provide relevant or accurate information.

You're absolutely right – timely engagement is crucial and there's really no excuse to be collecting public feedback after the fact or waiting months to follow up on the results of an engagement. The purpose of the draft engagement policy speaks to, "introducing a consistent, **strategic** and corporate-wide approach for planning and executing community engagement with internal and external audiences." A strategic approach to engagement is one that involves timely execution, and this will be reflected in the guidelines for planning engagement. Timely engagement is fundamental to building a rapport between the City and its various publics – where there's a lack of rapport, there's a lack of trust. Sporadic and inconsistent engagement can cause confusion among citizens and stakeholders and leave them feeling excluded from the process. This often manifests in feelings of anger or outrage and can further escalate into greater opposition and a derailing of the project – not necessarily because the project is flawed, but because confidence in the engagement process has deteriorated.

Q: What is a timely manner? 2 weeks, 3 weeks, 4 weeks? How much effort needs to be completed in notifications and making people aware? What will be the standards? Are we using all bands of communication... social, traditional notifications, video signs, etc.?

In the engagement industry, "timely" is often defined as early and often. This means lots of advance notice of an upcoming opportunity to engage and notifications through various channels – all with a strategic understanding of the needs, location and communications preferences of the target stakeholders. Staff have a wide range of communications channels to leverage, but it's not very strategic to use them all if your target audience(s) don't use half of them. Timely engagement also speaks to good process. Many projects insert engagement as a touchpoint or two throughout the entire project lifecycle. If the project is six months to a year from launch to completion, and you only have two or three consultation touchpoints, that feels like very sporadic engagement to your stakeholders and is an easy way to make them feel alienated from and distrustful of the process. Consultation should not be seen as a single task inserted into the project scope. Each step of the project may be an opportunity to gain trust or lose trust with the public/stakeholders. Timely engagement also means keeping the lines of communication open – circling back to stakeholders to close the feedback loop, reiterate what you have heard from them, tell them how their input has influenced how the project continues forward and digging deeper to seek clarification and refine ideas if necessary.

Q: Is there a list of stakeholder groups that we actively work with or would like to work with?

A comprehensive stakeholder mapping exercise is a deep dive into identifying all the possible impacted parties and stakeholders who may be interested in the process to make sure no one is left out. This is a helpful and effective activity for developing a targeted stakeholder list specific to your project. That being said, the City does work with several stakeholder groups who tend to be more active than others. During the engagement planning process, your communications partners can help identify which departments have existing relationships with those stakeholder groups so the project team can work with the appropriate staff to leverage those connections. The Corporate and Strategic Communications department is also working on developing a list of various stakeholder groups in Vaughan – however the list will not contain contact information.

Q: How will results of public engagement be shared? Will they be shared only with the group/dept. looking to engage or will the results be shared at the SLT level in the event that they are of insight/value for others?

Reporting back to everyone involved and anyone who may be interested in the outcomes and outputs of public engagement is an important step that builds trust for the process and demonstrates openness and transparency. This is called closing the feedback loop. Sharing the results tells stakeholders their input was heard, how it was incorporated into appropriate aspects of the projects, and if it wasn't, explains why. Not closing the feedback loop leaves parties questioning the value of their input, the process itself and the City's intentions. Closing the feedback loop may include Vaughan's senior leadership team. The method by which the results are shared back with the various stakeholder groups will vary depending on level of involvement, whether the data is applicable to other projects, if they've specifically requested to be notified of project updates, etc. For example, an engagement report appended to a staff report going to Committee or Council may be enough to keep senior leaders informed, or it may require an email memo or a presentation at an upcoming SLT meeting. Regardless, the results should always be made available and the feedback loop honoured.

Q: How does education fit into engagement? Education to have a better understanding of what is being discussed so that discussions stay focused on the topic.

What you are referring to is informed participation, and yes, it can be very valuable to an engagement process because there is truth to the idea that people have a hard time accepting something they don't understand. Informed participation is one of the key differences between consultation and deliberation. Consultation is often used to inform

decision-making and offers stakeholders a chance to present their views and arguments to the decision-making body, who then take that information back and deliberate over what they've heard and arrive at a decision amongst themselves. This scenario often involves the tricky task of weighing the different viewpoints and being forced to make trade-offs between competing interests. On the other hand, deliberation is a process that gives stakeholders a more meaningful role wherein the opportunity to work through issues together is presented. This requires participants to be open to learning and informing themselves about relevant facts and history as well as understanding the values and priorities of the other parties. This, ideally, will result in informed and meaningful participation that leads to a solution or consensus that all participants recognize as being fair or reasonable.

Q: Who and how will this be defined [ensuring citizens, stakeholders and interested parties have the information they require to be informed participants in an engagement process]? Someone will always say they did not have the information.

It's not practical, necessary or recommended to put in the time, resources and effort to engage all stakeholder groups with the same level of intensity all of the time. It's important to be strategic when it comes to who you engage, why, when and how. But for those stakeholders who will play a more involved role in the engagement process, some effort must be made to ensure we provide them with the relevant facts, history, research and background and in a format that is digestible and easy to understand. This also includes providing all this relevant information well in advance of any meetings or discussions and setting aside agenda time during those meetings or discussions for objective reflection – that is, providing necessary context and establishing and reviewing the facts and data sources so that all parties can "get on the same page" before moving forward.

Q: How will confidential or sensitive information be shared?

Confidential information should never be shared publicly. If you're unsure, speak with the Legal Services department.

Q: Will the draft policy be enforced still when it's in "draft" mode, or does it need to be approved by SLT-E or Council first?

The best practices and recommendations contained within the draft policy are methods that the Corporate and Strategic Communications department have been using when providing counsel and subject matter expertise to the various project teams it works with. Why wait to do things the right way? Changing the method by which the City engages is a culture change and process shift that requires time, training, understanding and witnessing the benefits. The approval of the policy is merely the

formal adoption and recognition of internationally recognized best practices that will better serve the City and its publics.

Q: Where can I find the draft policy?

The Corporate and Strategic Communications department is waiting for the opportunity to present the draft policy to and hear from the Policy Committee before it's shared widely with staff. If you would like to provide further input on the draft policy, please email mae.caldarelli@vaughan.ca.

Q: How flexible will the draft policy be in accommodating potential innovative techniques put forward by consultants?

Very flexible. While the City works to expand its own offering of innovative techniques through the Community Engagement Framework (e.g. online digital engagement platform, live audience interaction software, digital whiteboarding, etc.), this doesn't mean there isn't room for supplementary innovative engagement techniques put forward by consultants – especially if those techniques are positioned to enhance the engagement process and provide even more and far-reaching opportunities for involvement and feedback submission.

Q: Does the draft policy take into consideration other Regional and Provincial consultation policies/initiatives?

The policy will clearly stipulate that while there are no legislative requirements associated with the policy, the policy itself is not a substitute or replacement for the legislative requirements for community engagement as outlined in the Ontario Municipal Act, the Ontario Planning Act, the Ontario Environmental Assessment Act, and the Vaughan Official Plan, among others. Departments that abide by these acts must strictly ensure these regulations for community engagement are met first. The framework outlined in the policy affords the City the opportunity to go above and beyond the minimum legislated requirements in appropriate circumstances to realize the purposes outlined above.

Q: Would [the scope of the draft policy] apply to external stakeholder consultations? Is this considered "community engagement?"

The scope of the draft policy applies to individuals undertaking the planning and execution of community engagement and includes some roles and responsibilities of participants/stakeholders. External stakeholder consultations are still considered community engagement and may be a component of an engagement plan. The roles and responsibilities outlined in the draft policy would be applicable to those stakeholders.

Q: Will there be an effort to standardize this engagement approach (e.g. through software or training)? Otherwise, engagement through "department 1" may be different from "department 2". There needs to be some flexibility for being different based on different engagement purposes; but inconsistent approaches may appear sloppy to the participants.

Yes there will be a standardized approach. As part of the wider Community Engagement Framework, the Corporate and Strategic Communications department is providing step-by-step guidelines for planning and executing engagement. The nature of any given project is different from the next, which means there is no one-size-fits-all approach to engagement and flexibility must exist. That being said, the step-by-step guidelines are a standard approach, applicable to any project and will guide project teams towards developing an engagement approach that is best suited for the project. Training and resources will be provided.

Q: Will the CSC or Departments be required to hire staff resources, experienced and trained in Public Participation? Who will be the leaders?

Departments working on projects and initiatives that have a community engagement component have a couple of options for hiring experienced and suitably trained consultants for leading said engagements:

- **RFP process**: As part of the RFP process, it's very important to clearly outline the type of engagement sub-consultant you need and the specific work they will be required to do. The Corporate and Strategic Communications department works closely with project teams on writing the scope of engagement work for RFPs and has developed a resource that outlines what to include in RFPs. The department also assists with reviewing proposals and providing comments on the proposed engagement team, their qualifications and their ability to perform the work (provided separate from the evaluation committee).
- **Vendor of Record**: The Corporate and Strategic Communications department has developed vendor of records of pre-qualified engagement consultants and independent facilitators for project teams that require these services.

Q: Who is expected to manage communications with the various channels?

When it comes to publicizing all of the opportunities to engage on your project, your Corporate and Strategic Communications partner will develop a communications plan and manage all promotions through the City's corporate channels. All engagement activities are led, planned, managed and facilitated by the consultant.

Q: Who will lead [engagement tactics] in CSC and do they have the wide spectrum of public engagement experience in order to properly define the action

course? Depending on project size and nature, different strategies will be required. Who has this experience? CSC? Department?

Q: Who is in control of the [engagement] activity? CSC or the impacted Department?

Q: How will support be provided? If there is one project, great. But what happens if there are multiple projects requiring support and it cannot be provided on a timely basis and causes major delays in the delivery of the participation module. How will we maintain schedules and Council's expectations?

All engagement activities are led, planned, managed and facilitated by the consultant. This is why it is very important the RFP clearly seeks the right sub-consultant with the proper credentials and, ideally, whose prime business service is engagement and/or facilitation. The Corporate and Strategic Communications department has also set up vendors of record for pre-qualified facilitators and engagement specialists to make it easier for project teams to quickly procure the services they require.

Q: What about putting poll ballots at private places where the targeted demographic may frequent? E.g. bakeries, restaurants, etc.

Thank you for the suggestion. The selection of appropriate engagement techniques depends on multiple factors, such as who the stakeholders are, where they frequent, how impacted they are by the project, what their perceived level of interest in participating is, etc. If you are specifically referring to poll ballots for municipal elections, this suggestion should be directed to the Office of the City Clerk.

Q: How soon can C&SC Department help facilitate [stakeholder mapping]?

Corporate and Strategic Communications has an easy-to-follow resource for conducting a comprehensive stakeholder mapping for the purposes of engagement planning. The department has also developed verbiage that can be used in an RFP to require the successful consultant to conduct the stakeholder mapping with City staff.

Q: Is [stakeholder mapping] the same as having a Consultation Plan/Strategy?

No, they are not the same. Stakeholder mapping is a planning activity that helps to identify a fulsome list of impacted and interested stakeholders for your project. That stakeholder list becomes a key component of the consultation plan/strategy.

Q: Soliciting input from community/neighbourhood groups that regularly use certain facilities/amenities may be a more useful approach than trying to capture everyone. How will C&SC help facilitate gathering all the required community/neighborhood groups to become engaged participants and stakeholders?

This is definitely the strategic way of engaging stakeholders. You can try and capture "everyone" but what you'll inevitably find is that those who are truly impacted by or interested in your project are more likely to engage with you and "everyone" else are not. This is why stakeholder mapping is such a crucial step in planning engagement. Corporate and Strategic Communications has an easy-to-follow resource for conducting a comprehensive stakeholder mapping. The department has also developed verbiage that can be used in an RFP to require the successful consultant to conduct the stakeholder mapping with City staff. The Corporate and Strategic Communications department is also working on developing a list of various stakeholder groups in Vaughan – this may also help with the stakeholder mapping process, however the list will not contain contact information.

Q: It could be difficult and resource intensive to ask for these [followup satisfaction] surveys [for the purposes of evaluating engagement activities]. Is there a way to streamline the survey creation/requests/summaries?
As part of the RFP process, it's very important to clearly outline the type of engagement sub-consultant you need and the specific work they will be required to do. The Corporate and Strategic Communications department works closely with project teams on writing the scope of engagement work for RFPs and has developed a resource that outlines what to include in RFPs. This resource speaks to the need for the successful consultant to carry out followup satisfaction surveys as well as using the data to inform a final report on the success of the engagement process and evaluating whether the current engagement methods are working/appropriate or if pivots need to be made.

Q: Who controls and monitors this [Bang the Table] technology? How do we prevent overwhelming the system with negative reactions if it can be organized by a few to defeat the many? How do you control interaction between users? How do control bullying? Like a telephone or a meeting... typically it is only those with a beef that utilize the opportunity. How will this be any different?
Q: What is Bang the Table and what are the filters? How are the filters defined?
Bang the Table is an online citizen engagement platform that offers eight different engagement tools used to collect feedback from the public for a given project. The tool is managed by the Corporate and Strategic Communications department, however project teams have a role to play in monitoring the activity on their respective project page once it is live. The engagement tools range from open to closed, which means the level of interaction between users can be more permissible or limited depending on the tool(s) you elect to use. Obviously, for more controversial projects or topics, you'll want to limit the interaction between users. When it comes to moderation, there are heavy controls in place and Bang the Table also has a team of moderators who scan new posts and conversations for inappropriate content. More information about Bang the

Table, including a comprehensive guidebook for administrators, will be available once a contract is secured.

Q: Is Bang the Table mandatory to use? When is training becoming available?
Bang the Table is not mandatory but will offer some useful enhancements as engagement transitions more to online. Training will be available after a contract is secured and the procurement process is complete. A comprehensive guidebook for administrators will be made available.

Q: [Should staff proactively solicit subject matter expertise and advise from CSC on] projects that specifically affect citizens or would it include internal corporate projects that affect stakeholders from all departments?
Engagement is engagement, whether your stakeholders are internal or external. The Corporate and Strategic Communications' engagement planning guidelines apply to all types of projects and stakeholders and could very well be used for internal corporate projects that affect stakeholders from some or all departments.

Q: Will there be timelines developed for this consultation process? Will help with the planning process.
First of all, consultation should not be seen as a task inserted into the project scope. Each step in the project plan may be an opportunity to gain trust or lose trust with the public/stakeholders through engagement. That being said, the timelines for active engagement begin when your project launches and they can continue after Council as adopted a recommendation. The Corporate and Strategic Communications department recognizes that timelines for **planning** what the engagement plan will look like and preparing for its launch can be clarified with some guidance and will provide a recommended timeframe.

Q: Will there be a guideline or webpage to share with (and educate) consultants or other external agencies as the draft policy evolves into a more permanent policy?
The Corporate and Strategic Communications department is developing an extranet page that will serve as an engagement resource hub for project teams. The materials, templates, resources and tip sheets that will be posted there, including a copy of the policy once approved, can easily be shared with consultants.

Q: Not sure what a Member's Resolution means?
Members of Council have the option of bringing forward a resolution to Committee or Council to be voted on by the other members. Each resolution provides staff with clear

direction as to the intent of the resolution – for example, a Council member can request appropriate staff be directed to attend a future community meeting convened by the local councillor with the residents to discuss their concerns.

Q: What happens when we are open, constructive and respectful but the public or members are not?

A good independent facilitator is helpful in situations like these, so if you have a project that deals with a contentious topic or you anticipate that participants will be unco-operative, its advantageous to have this neutral third-party moderate the discussions. The Corporate and Strategic Communications department has a vendor of record for pre-qualified facilitators. The department also has a suggested list of Rules for Engagement. These are ground rules that serve to establish group norms for how the meeting or process will proceed in terms of participant conduct. The rules should be reviewed with participants at the meeting, making sure to secure their agreement to abide by them before moving on. If anyone violates the rules or is acting obscenely, the facilitator has grounds for ending the meeting. You may also want to reevaluate your approach to engaging with unco-operative individuals. They are usually a small group of people who speak the loudest and manage to steal the show during meetings. Perhaps one-on-one interviews or small group meetings should be explored.

Q: Who will be ensuring and refereeing the meetings to ensure [conversations and feedback are centred on the decision to be made or the questions up for discussion]? CSC? Department? Consultants?

All engagement activities are led, planned, managed and facilitated by the project consultant – this includes refereeing meetings and keeping them on track. A trained independent facilitator is helpful in situations like these, so if you have a project that deals with a contentious topic or you anticipate that participants will be unco-operative, it's advantageous to ensure a neutral third-party is on board to moderate the discussions. The Corporate and Strategic Communications department has vendors of record for pre-qualified facilitators and engagement specialists who are also trained in conflict management.

Q: To what degree [do staff need to be aware of the Stakeholder and Community Engagement Policy and Procedures]? Will training materials be provided to facilitate discussion?

Absolutely – training and subject matter expertise will be provided by the Corporate and Strategic Communications department.

Q: Have you involved the various Departments in the preparation of the guidelines and Policy? No one has discussed the policy or development with me.

The development of the guidelines and policy has been an ongoing process. Initial feedback was collected from senior leadership in 2015 by consultant Delaney and Associates. In 2016 staff were consulted on needs, gaps and opportunities for engagement through the Community Engagement Working Group, which was made of representatives of all departments at the time. The draft guidelines and policy address this feedback. Also, the foundational aspects of the proposed approach to engagement are influenced by internationally recognized best practices for engagement as developed and endorsed by the International Association of Public Participation (IAP2). The City also examined current engagement practices among 16 similar-sized municipalities and regions in Ontario and used this information as a benchmark for expanding Vaughan's engagement methods. Additionally, Vaughan citizens, through the 2018 Citizen Satisfaction Survey, had valuable insights to share in terms of needs and opportunities that have also been considered. The purpose of the online self-guided workshop you participated in was to validate that the department is taking appropriate action on feedback collected through the policy and guidelines. If you would like to provide further input on the draft policy, please email mae.caldarelli@vaughan.ca.

Q: If the policy requires additional Staff or Software resources to meet its expectations, is there sufficient Council and SLT-E sponsorship to support and afford this?

SLT-E has been very supportive when it comes to introducing new and much-needed engagement infrastructure, such as an online citizen engagement platform. Corporate and Strategic Communications will continue to assess staffing and other required tools and resources to support the City's engagement efforts and bring forward recommendations through the annual budget process. With support from other departments, some potential funding sources, if needed, may include surplus capital from other business units.

Q: How does Staff know who to contact at C&SC? Is it by portfolio or department?

Each portfolio has been assigned a communications partner to support their marketing and communications needs. If you are unsure who your partner is, contact Jennifer Ormston, Manager, Corporate Communications and Engagement, at Jennifer.Ormston@vaughan.ca.

Q: Will this C&SC contact be the single point of contact? Presently, it appears to be separated responsibilities (e.g. engagement, social media, etc.) instead of a single point of contact who then coordinates as required with other internal C&SC staff.

Yes, your communications partner is mainly your single point of contact who co-ordinates with other members of the Corporate and Strategic Communications department who have specialized functions (e.g. engagement, social media, graphic design, etc.). These individuals make up your dedicated communications support team and they may join meetings or provide comment on various communications and engagement aspects of your project as necessary.

Q: Is CSC to be the point and support representative but are simply providing the tools and guidelines of the policy? How do you fit into the scheme or schemes/mechanisms for public engagement? Are you actively working with us, attending meetings, recording sessions, providing assistance with social media, etc.?
All engagement activities are led, planned, managed and facilitated by the project consultant. Your Corporate and Strategic Communications engagement partner is a subject matter expert on your project team, providing advice and counsel as it relates to the policy, guidelines for planning engagement, reviewing and commenting on documentation and providing access to resources. The department will also develop a communications plan for your project and manage all promotions through the City's corporate channels.

Q: How will the public be informed and understand this Policy and Procedure? I would think they're busy as it is.
Information about the policy will be posted on the City's website and broadly promoted. The City will also explore opportunities throughout the year to draw attention to the City's commitment to and efforts surrounding civic engagement in fun and engaging ways.

Q: How can we guarantee [the public's] understanding of the policies? Even being informed? Is this circulated with every public meeting notice? Posting?
In addition to the previous answer, ultimately, the public's understanding of the policy will depend on seeing it in action and, therefore, the City's ability to execute it. As we continue to work to deliver community engagement processes that are more open, meaningful, transparent, deliberate, strategic and satisfying, this will ideally result in a culture shift that citizens and stakeholders experience firsthand as a participant of the process. Currently, the Vaughan public has a very specific idea of and expectation for "public engagement" that doesn't always yield constructive dialogue or result in satisfied participants. Better engagement processes will be a marker for how well the City delivers on its refreshed commitment to sound consultation and how receptive the public is to adapting to a new way of working collaboratively with its local government.

Q: Citizens and stakeholders are responsible for participating in conversations within the identified timelines. How will this be determined? CSC? Department? Is there enough resources to ensure proper and timely project response? Within Department? Within CSC?

Ensuring citizens and stakeholders participate in conversations within the identified timelines is a matter of communications and goes back to the concept of timely engagement. Part of the commitment to engaging early and often includes being open and honest upfront about the project timelines, building enough opportunities for feedback collection and constructive dialogue as well as affording adequate time for those opportunities. Undertaking an engagement process is not usually recommended when project timelines are tight and don't allow time for meaningful consultation. Between your consultant and the support of your communications partner, there should be enough resources to ensure lots of advance notice of an upcoming opportunity to engage.

APPENDIX B – COMMENTS RECEIVED ON POLICY ROLES AND RESPONSIBILITIES

Roles and responsibilities of staff

- Proactively soliciting subject matter expertise and advice from the Corporate and Strategic Communications department before a project begins to discuss planning for and executing engagement activities
  - Agreed. C&SC department should be engaged if they are a stakeholder in the project. A training session by C&SC to the City Staff to provide a general overview of the engagement process will be important as well, to ensure expectations are aligned and requirements included in the subsequent procurement process.
  - Who is in control of the activity? CSC or the impacted Department?
  - Makes sense to do this early on in a project lifecycle.
  - Does this apply only to projects that specifically affect citizens or would it include internal corporate projects that affect stakeholders from all departments?
  - Is this for external or internal stakeholders?
  - Will there be timelines developed for this consultation process? Will help with the planning process.
  - Good idea.
  - This makes a lot of sense.

- Ensuring consultants or other external agencies brought on to undertake engagement-related work for the City are aware of and are operating within the principles and guidelines of the policy and procedures
  - Consultants/external agencies will need training on the policy and procedures.
  - It should be identified when consultants are needed and when they aren't. This can have impact on project scope/budget.
  - Will there be a guideline or webpage to share with (and educate) consultants or other external agencies as the draft policy evolves into a more permanent policy?
  - The defining of what exactly Consultants will be responsible for needs to be ironed out such that the RFP to solicit their services clearly notes their responsibilities.
  - Agree.

- Ensuring engagement activities are planned and executed in a timely manner to allow citizens, stakeholders and interested parties ample time to learn about and participate in an engagement process
    - Agreed.
    - Staff would need access to resources to assist them in understanding how best to plan engagement into projects.
    - Again...what is a timely manner? 2 weeks, 3weeks, 4 weeks? How much effort needs to be completed in notifications and making people aware. What will be the standards? Are we using all bands of communication...Social, Traditional notifications, video signs, etc.
    - Allowing the proper time for the engagement activities is critical in the project planning process. As much as can be sorted out up front will make for successful public engagement.
    - Yes it is important that community engagement begins at the preliminary stages of the project and that sufficient timelines are built into the schedule to allow for consideration, review and response to all feedback provided.
    - Agreed.

- Ensuring citizens, stakeholders and interested parties have the information they require to be informed participants in an engagement process
    - Agreed.
    - Who and how will this be defined? Someone will always say they did not have the information.
    - Clear communications lines will be key here.
    - An important fact in Change Management - ADKAR
    - Yes - sharing of preliminary and final drawings and information through the web site throughout the project design phase that is clear and easily understood is essential.
    - How will confidential or sensitive information be shared?
    - Definitely

- Visually presenting (when appropriate) and upholding the prescribed Rules of Engagement at in-person engagement meetings or events and using discretion when deciding to discontinue meetings or events when the actions of participants violate the Rules of Engagement and create an atmosphere that is not conducive to safe, open, inclusive and/or constructive dialogue
    - Agreed. City Staff should be provided with de-escalation and related training/tools in the event that participants violate the Rules of Engagement.

- o Staff would need training/resources to uphold the Rules of Engagement when necessary.
  - o No comment.
  - o Rules of Engagement - sure these will be explained in another section.
  - o Agree.
  - o Yes, I fully agree with this.

- Managing their Bang the Table (Engagement HQ) project pages, including obtaining the appropriate training, maintaining and ensuring the upkeep of active project pages, responding to questions and comments from the online community, monitoring the activity of active projects and downloading relevant data analytic reports
  - o City staff should have the required support (e.g. additional staff, software, etc.) if this is going to be added onto their current role and responsibility.
  - o No comment.
  - o Bang the Table (Engagement HQ) project pages - sure these will be explained in another section.
  - o Not a clear communication of intent. "Bang the table"?
  - o Make you maintain an expertise in the tool itself "Bang the Table."

- Ensuring relevant staff reports accurately reflect the issues, opportunities and feedback as shared by citizens, stakeholders and interested parties as part of the engagement process and are considered in the overall decision-making process
  - o Agreed, but City staff should have the required support (e.g. additional staff, software, etc.) if this is going to be added onto their current role and responsibility; especially if there is a large volume of feedback. This will be difficult for one person to manage, on top of their current responsibilities already.
  - o Agreed - results of surveys etc. to be shared with external Consultants as well to inform the development of the overall project.
  - o some level of subjectivity may be included in these findings
  - o Agreed.

- Encouraging Members of Council to communicate about engagement opportunities, where feasible, to their constituents
  - o Agreed. This will require support from SLT-E, SLT and management to streamline communication and expectations.
  - o Agreed - to be co-ordinated through Corporate Communications department.

- o Yes.

- Participating as subject matter experts and support staff when requested by Council via an endorsed Member's Resolution to attend a community meeting
  - o Not sure what a Member's Resolution means.
  - o Agree.

- Budgeting for engagement materials and activities, including consultants or other external agencies brought on to undertake engagement-related work for the City
  - o Agreed. If C&SC can provide benchmarks for engagement consultants to City Staff, that will help with budgeting as City Staff may not be familiar such costs.
  - o As noted before, it should be identified when consultants are needed and when they aren't. This can have impact on project scope/budget
  - o I assume that this would only include budgeting within the established policy and not anything additional put forward by external consultants and/or agencies.
  - o Yes - ties into the RFP text and ensuring that the project budget can handle the tasks required of the Consultant Team.
  - o Definitely.

- Participating in open, constructive and respectful dialogue
  - o Agreed.
  - o What happens when we are open, constructive and respectful but the public or members are not?
  - o No comment.
  - o A must.

Roles and responsibilities of the Senior Leadership Team

- Ensuring staff are aware of the Stakeholder and Community Engagement Policy and Procedures
  - o Development and training of the Stakeholder and Community Engagement Policy and Procedures should be provided to SLT-E, SLT and Staff. Otherwise, Staff will be a "fish out of water" if they are merely handed the Policy and Procedure and told to conform to it.
  - o Very important.
  - o To what degree? Will training materials be provided to facilitate discussion?
  - o Yes.

- Supporting the proper and effective application of the policy and procedures with support from the Corporate and Strategic Communications department
    - Agreed, C&SC support to Staff is needed for success.
    - How will support be provided? If there is one project, great. But what happens if there are multiple projects requiring support and it cannot be provided on a timely basis and causes major delays in the delivery of the participation module. How will we maintain schedules and Council's expectations?
    - Coordination from the onset with Corporate and Strategic Communications department is key.
    - Yes.

- Dedicating appropriate resources for executing engagement activities through the use of the policy and procedures
    - Agreed, complete approved budgets for new hires or re-purposed Staff roles if needed in order to support the required capacity of this Engagement Policy/Procedure.
    - No comment.
    - Mandatory.

- Providing feedback to the Corporate and Strategic Communications department that will help strengthen the policy and procedures and ensure community engagement continues to make a meaningful impact on the decision-making process
    - Agreed, continuous improvement will be essential to "iron out" the policy.
    - Have you involved the various Departments in the preparation of the guidelines and Policy? No one has discussed the policy or development with me.
    - Agreed.
    - This should also be at the staff level.
    - Yes.

- Participating in open, constructive and respectful dialogue
    - Agreed. Regular dialogue and a central repository for information will be essential as well.
    - No comment.
    - Yes.

- Do you have any additional comments or questions, if any, about the proposed roles and responsibilities for the City of Vaughan Senior Leadership Team?
  - If the policy requires additional Staff or Software resources to meet its expectations, is there sufficient Council and SLT-E sponsorship to support and afford this?
  - No additional comments.
  - No, looks great!
  - Update council on community engagement plans.
  - No.

Roles and responsibilities of the Corporate and Strategic Communications department

- Reinforcing the Stakeholder and Community Engagement Policy and Procedures and keeping it updated
  - Agreed, along with providing initial and refresher training sessions to relevant Staff (e.g. via Halogen).
  - Very important.
  - Yes.
  - Reinforcing is good, but keeping it updated is less relevant.

- Educating City staff about the principles of, and approaches to, engagement as outlined in the policy and procedures, and providing the appropriate training, tools and supports
  - Agreed, along with educating SLT and SLT-E.
  - Very important.
  - Yes.

- Managing and providing oversight over Bang the Table (Engagement HQ), the City's online engagement platform, including developing a governance model for the tool, providing training to staff on how to use the tool, assisting staff with creating and managing their project pages and assisting staff with troubleshooting
  - Agreed, along with educating SLT and SLT-E.
  - Is Bang the Table mandatory to use? When is training becoming available?
  - Agreed.
  - Avoid using industry specific catch phrases and jargon, use plain language i.e. Bang the Table
  - Yes.

- Continuing to explore continuous improvement opportunities to ensure the policy and procedures evolve with the industry and the needs of the community
  - Agreed, along with incorporating Staff feedback for improvement opportunities.
  - Agreed - ever-changing technological world demands this.
  - Yes.

- Participating in open, constructive and respectful dialogue
  - Agreed, alongside an appropriate platform so that relevant City Staff are aware and stay in the loop on the latest dialogue.
  - No comment.
  - Yes.

- Do you have any additional comments or questions, if any, about the proposed roles and responsibilities for Corporate and Strategic Communications staff?
  - "How does Staff know who to contact at C&SC? Is it by portfolio or department?
  - Will this C&SC contact be the single point of contact? Presently, it appears to be separated responsibilities (e.g. engagement, social media, etc.) instead of a single point of contact who then coordinates as required with other internal C&SC staff."
  - Understanding this exercise reflects today's needs, I would note that there is a very real possibility that one day, engagement responsibilities may need to be assigned to a specific person within certain departments that have a lot of work requiring consultation and engagement.
  - How is this related to the initial information provided. CSC is to be the point and support representative but are simply providing the tools and guidelines of the policy? How do you fit into the scheme or schemes/mechanisms for public engagement? Are you actively working with us, attending meetings, recording sessions, providing assistance with Social Media etc.?
  - No additional comments.
  - No.

Roles and responsibilities of participants/stakeholders

- Being informed about and understanding the City's Stakeholder and Community Engagement Policy and Procedures

- How will the public be informed and understand this Policy and Procedure? I would think they're busy as it is.
- Perhaps outlining the expectations prior to their engagement in a one-pager complete with their consent will be easier.
- How can we guarantee their understanding of the policies? Even being informed? Is this circulated with every public meeting notice? posting?
- Agreed - maximizes the output of the process.
- How? Oftentimes relying on SLT to communicate to affected does not work.
- Required.

- Ensuring conversations and feedback are centred on the decision to be made or the questions up for discussion
  - Agreed, but unclear how participants will ensure this is the case.
  - Who will be ensuring and refereeing the meetings to ensure this? CSC? Department? Consultants?
  - Focused conversation is ideal.
  - Mandatory.

- Respecting the viewpoints of fellow citizens and stakeholders
  - Agreed, but unclear how participants will ensure this is the case.
  - Agreed.
  - Yes.
  - Some moderation of their viewpoints might be helpful.

- Participating in Bang the Table (Engagement HQ) in such a way that adheres to the Community Guidelines
  - Agreed, but unclear how participants will ensure this is the case.
  - Who is Big Brother and what are the filters? How are the filters defined?
  - Agreed.
  - Are there any privacy concerns with the information obtained through Bang the Table?

- Participating in conversations within the identified timelines
  - Agreed, but unclear how to guarantee participants will abide by this.
  - How will this be determined? CSC? Department? Is there enough resources to ensure proper and timely project response? Within Department? Within CSC?
  - Agreed.
  - Yes.

- Participating in open, constructive and respectful dialogue
  - Agreed, but unclear how to guarantee participants will abide by this.
  - No comment.
  - Yes.

- Do you have any additional comments or questions, if any, about the proposed roles and responsibilities for public engagement participants and stakeholders?
  - Soliciting input from community/neighbourhood groups that regularly use certain facilities/amenities may be a more useful approach than trying to capture everyone. How will C&SC help facilitate gathering all the required community/neighborhood groups to become engaged participants and stakeholders?