



# CITY OF VAUGHAN

## CORPORATE PROCEDURE

**PROCEDURE TITLE:** STAKEHOLDER AND COMMUNITY ENGAGEMENT

**PROCEDURE NO.:** PRC.19

<b>Section:</b>	Public Information		
<b>Effective Date:</b>	Click or tap to enter a date.	<b>Date of Last Review:</b>	Click or tap to enter a date.
<b>Policy Parent:</b>	17.C.05 – Stakeholder and Community Engagement		<b>Procedure Owner:</b> City Manager

### PROCEDURE STATEMENT

The City of Vaughan values the voice of its citizens and is dedicated to having constructive dialogue with the community that is open, transparent, accessible and inclusive. City-building is a collective effort and a priority in the 2018-2022 Term of Council Service Excellence Strategic Plan. The Stakeholder and Community Engagement Procedures support the execution of the Stakeholder and Community Engagement Policy and outline a process for planning community engagement that is rooted in the standards, best practices and methodology prescribed by the International Association of Public Participation (IAP2).

### PURPOSE

The purposes of the Stakeholder and Community Engagement Procedures are to:

- identify City projects and initiatives where application of the policy would be appropriate and necessary.
- provide City staff with a summary of the process for planning and executing community engagement
- clarify the roles and responsibilities associated with the process for planning and executing community engagement.

### SCOPE

This procedure applies to:

- All City of Vaughan departments;
- All full-time, part-time and casual employees responsible for the planning and execution of community engagement plans or activities; and,

**PROCEDURE TITLE: STAKEHOLDER AND COMMUNITY ENGAGEMENT**

**PROCEDURE NO.: PRC.19**

- Consultants, specialists, vendors and other external organizations that are undertaking the planning and execution of community engagement plans or activities on behalf of the City of Vaughan.

#### **LEGISLATIVE REQUIREMENTS**

None.

**Note:** As also stated in the Stakeholder and Community Engagement Policy, the procedures outlined in this document are 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 the aforementioned acts must strictly ensure those regulations for community engagement are met first. The framework outlined within this Stakeholder and Community Engagement Procedure document afford the City the opportunity to go above and beyond the minimum legislated requirements in appropriate circumstances to realize the purposes outlined above.

#### **DEFINITIONS**

1. **Citizen:** An inhabitant or resident of the city of Vaughan. For the purposes of this procedure, the terms *citizen* and *resident* can be used interchangeably.
2. **City-building:** The mindful intent to improve a city through planning and development, and supported by community engagement, to drive diversity, inclusivity, sustainability, mobility, and economic prosperity.
3. **Community:** A group of people within an identified geographic area and/or who may share common interests or values.
4. **Community engagement (or public consultation or public participation or citizen engagement or public involvement):** The process of inviting the public to participate in conversations about municipal matters that interest and/or impact them for the purpose of making sustainable decisions.
5. **Council:** Elected representatives of a community.
6. **International Association of Public Participation (IAP2):** The preeminent international organization advancing the practice of public participation and promoting and improving the best practices associated with successful and meaningful public engagement in relation to individuals, governments, institutions and other entities that affect the public interest in nations throughout the world.

- 7. Public:** All those who are impacted by, or have an impact on, the decision-making process. In a municipal context, this can mean citizens; individuals who work in, go to school in, enjoy leisure activities in or travel through the city of Vaughan; people and organizations that own property or do business in Vaughan, and internal stakeholders and other decision authorities who can impact the decision process.
- 8. Stakeholders:** Includes individuals or groups with a vested interest in the outcome of a decision; impacted individuals, groups, communities and political entities; and individuals, groups or organizations that could be impacted by the decision-making process.

## **PROCEDURE**

### **1. Projects and Initiatives Requiring Engagement**

1.1. The Stakeholder and Community Engagement policy and procedures would apply, but not be solely limited, to the following types of projects where opportunities for engagement may exist:

- 1.1.1. Development of a new City policy, program, master plan, secondary plan, project, service, by-law, facility.
- 1.1.2. Update, revision or enhancements to an existing policy, program, master plan, secondary plan, project, service, by-law, facility.
- 1.1.3. When City of Vaughan staff are legislatively required to undertake consultation.
- 1.1.4. When City of Vaughan staff are directed by Council to undertake engagement for a project, initiative or decision to be made.
- 1.1.5. Generally speaking, when there is potential for the public to be impacted by the outcomes of a project, initiative or decision to be made.

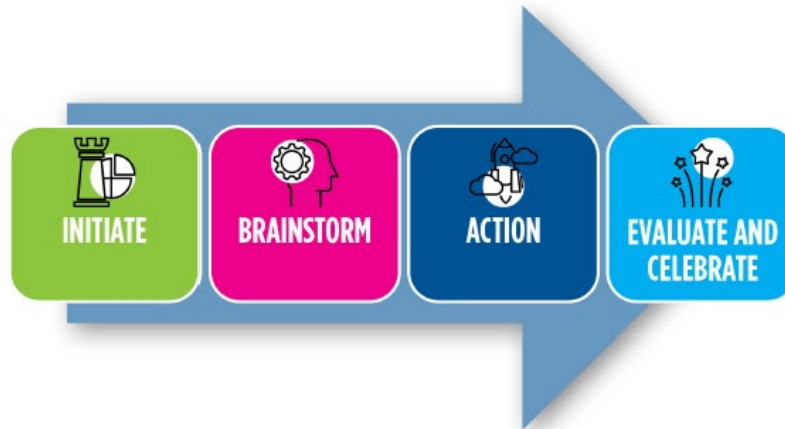
### **2. Process for Planning and Executing Community Engagement**

2.1. The process for planning and executing community engagement follows four main phases:

- 2.1.1. Initiate: Decide if engagement is required and conduct an initial assessment to gain a clear understanding of the decision to be made.
- 2.1.2. Brainstorm: Gain an understanding of who is impacted by and interested in the project and decision to be made, including when it would be appropriate to connect with the public and where throughout the project citizens and stakeholders can contribute meaningfully.
- 2.1.3. Action: Hire a qualified neutral third-party engagement consultant to support the execution of the engagement and communications plans.

Launch the project, keep the public informed and welcome them into the process to provide input and feedback.

2.1.4. Evaluate: Close out the project, reflect on the success of the engagement process and close the feedback loop with the public.



**3. Roles and Responsibilities for Planning and Executing Community Engagement**

3.1. The following RACI matrix outlines who is responsible (R), accountable (A), consulted (C) and informed (I) with respect to the four main phases of planning and executing community engagement and each associated step.

3.2. RACI definitions:

- 3.2.1. Responsible: Does the work to complete the task.
- 3.2.2. Accountable: Delegates work and is the last one to review the task or deliverable before it's deemed complete. On some tasks, the responsible party may also serve as the accountable one.
- 3.2.3. Consulted: People who provide input with respect to the deliverable itself.
- 3.2.4. Informed: Are simply kept in the loop rather than involved in the details of every deliverable.

3.3. RACI Matrix

Activity	Project Team	Corporate and Strategic Communications	Consultants	Procurement
<b>Initiate</b>				
Consult the “Is Engagement Needed?” process map; contact your	R/A	C	N/A	N/A

**PROCEDURE TITLE: STAKEHOLDER AND COMMUNITY ENGAGEMENT**

**PROCEDURE NO.: PRC.19**

Corporate and Strategic Communications partner.				
Conduct an initial assessment.	R/A	C/I	N/A	N/A
<b>Brainstorm</b>				
Conduct a comprehensive stakeholder mapping exercise.	R/A/C	C/I	R/C	N/A
Scope the engagement and define the parameters of what is up for discussion and what is not.	R/A/C	R/C/I	N/A	N/A
Develop engagement goals and objectives.	R/A/C	R/C/I	N/A	N/A
<b>Action</b>				
Draft the engagement scope of work for the RFP.	A/R	C/I	N/A	N/A
Draft an RFQ to bring on a consultant from the VOR.	R/A/C	C/I	N/A	R/C
Develop engagement plans.	A/C	C/I	R	N/A
Execute engagement plans.	R/A/C	I	R	N/A
Execute communications plans to support engagement.	A/R	R/C/I	R/C	N/A
<b>Evaluate and Celebrate</b>				
Continue to execute communications plan.	A/R	R/C	R/C	N/A
Measure the success of the engagement process against the	A/R	C/I	R/C/I	N/A

**PROCEDURE TITLE: STAKEHOLDER AND COMMUNITY ENGAGEMENT**

**PROCEDURE NO.: PRC.19**

established goals and objectives.				
Report back to appropriate parties on the engagement process.	A/R	C/I	R/C/I	N/A

**4. Bang the Table (Engagement HQ) – Online Engagement Platform**

4.1. Bang the Table (EngagementHQ) offers a range of eight engagement tools that make it easy to combine online and face-to-face methodologies. The tools fall into three operating environments: controlled, mixed, and open. Each environment’s tools are suitable for use on their own or in combination with others as part of a more robust methodology. Tools can be mixed and matched, and turned on or off, to best support the engagement process, providing qualitative and quantitative data at each stage of the project.

4.2. Much like the City of Vaughan website, Bang the Table will be managed through a decentralized process. Site administrators create a project page and get it ready for launch before handing it over to a project administrator to continue to maintain, pull reports and update or make changes as necessary. The City’s Bang the Table contract comes with two site administrator accounts and 10 project administrator accounts. The specific roles and responsibilities of the site and project administrators are outlined in the Bang the Table Site Administrator and Project Administrator Guidelines resource document.

**ADMINISTRATION**

*Administered by the Office of the City Clerk.*

<b>Review Schedule:</b>	SELECT If other, specify here	<b>Next Review Date:</b>	Click or tap to enter a date.
<b>Related Procedure(s):</b>			
<b>Related By-Law(s):</b>			
<b>Supporting Documentation:</b>			
<b>Revision History</b>			
<b>Date:</b>	<b>Description:</b>		
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**PROCEDURE TITLE: STAKEHOLDER AND COMMUNITY ENGAGEMENT**

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