

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JANUARY 26, 2021

Item 5, Report No. 1, of the Committee of the Whole, which was adopted without amendment by the Council of the City of Vaughan on January 26, 2021.

5. STAKEHOLDER AND COMMUNITY ENGAGEMENT POLICY

The Committee of the Whole recommends:

- 1) That the recommendation contained in the following report of the City Manager, dated January 19, 2021, be approved; and**
- 2) That staff presentation and Communication C2 presentation material, entitled “Community Engagement Citizens, stakeholders and the City of Vaughan”, be received.**

Recommendations

1. That the Stakeholder and Community Engagement Policy (Attachment #4) and Procedures (Attachment #5), substantially in the form attached, be approved.

Committee of the Whole (1) Report

DATE: Tuesday, January 19, 2021

WARD(S): ALL

TITLE: STAKEHOLDER AND COMMUNITY ENGAGEMENT POLICY

FROM:

Jim Harnum, City Manager

ACTION: DECISION

Purpose

Community engagement is fundamental to the city-building process and recognized as a priority in the 2018-2022 Term of Council Service Excellence Strategic Plan. It is also a collective effort wherein citizens and stakeholders learn together and work together on behalf of their communities and in collaboration with their local government to create and realize sustainable and future-defining visions for the community. Introducing a Stakeholder and Community Engagement Policy is not only a formal commitment to involving citizens, businesses and stakeholders in crucial conversations that will help shape the city they know and love, but it also offers a directional process based on internationally recognized standards, best practices and methodology. Community engagement is also an exercise in relationship-building which has the power to create a culture of trust and understanding between citizens and their local government, as well as build healthy communities.

Report Highlights

- The policy is founded on the standards, best practices and methodology as developed by the International Association of Public Participation (IAP2)
- The policy considers the needs and aspirations of Vaughan staff and the public, which research shows are in alignment
- The policy anchors the City's Community Engagement Framework

Recommendations

1. That the Stakeholder and Community Engagement Policy (Attachment #4) and Procedures (Attachment #5), substantially in the form attached, be approved.

Background

Community Engagement Framework origins and key milestones: 2015 to 2017

Executive Summit with Senior Leaders

The need for a corporate-wide Community Engagement Framework was first identified through the [2014-2018 Term of Council Service Excellence Strategy Map](#) under the strategic initiative of Citizen Experience. It is still recognized as a priority through the [2018-2022 Term of Council Service Excellence Strategic Plan](#). By September 2016, engagement consultant Delaney and Associates Inc. had been retained and had organized, facilitated and reported on an executive summit on community engagement for the City. This one-day event brought together all members of the corporate management team at the time to discuss their vision for engaging residents in meaningful conversations with City officials, staff and each other. In preparation for this session and the report that followed, Delaney and Associates undertook a series of interviews with all executives, conducted research into the engagement environment in Vaughan and created a series of recommendations, including a roadmap towards corporate leadership's vision.

Council Retreat

The year, prior in 2015, Delaney and Associates organized and facilitated a one-day retreat for Members of Council. The purpose of the retreat was similar to the executive summit except that it included an International Association of Public Participation (IAP2) decision-maker seminar. The purpose of the seminar was to create a clear and common understanding about what authentic engagement is and how IAP2 principles, concepts and planning and design protocols could strengthen a Vaughan approach to how the City engages with its residents and internally with each other (see page 12 for more information on the IAP2).

About Delaney and Associates

Delaney and Associates is a renowned and respected firm in the engagement industry. They are the world's largest provider of IAP2-licenced training and Canada's first engagement company, working exclusively in public engagement and full-service facilitation for well over two decades.

Appointment of Engagement Champion

As part of Delaney and Associates' final report (Attachment 1), the most immediate action identified was to appoint an engagement champion. As a service-based organization committed to engaging the community and stakeholders in an ongoing way, senior leadership recognized the need to create internal capacity to undertake and support engagement. This included creating a centralized business function to co-ordinate, report on, evaluate, foster, promote and guide the community engagement function, as well as to manage common engagement infrastructure. In September 2017, the City's first Community Engagement Co-ordinator was hired following an extensive recruitment process.

Internal Community Engagement Working Group

In late 2017, an internal Community Engagement Working Group was established to include staff representing departments from across the organization. The mandate of the working group was to:

- act as a sounding board for sharing and discussing ideas.
- provide a sense of staff needs and concerns as they relate to community engagement.
- assist in the development, execution and enforcing of corporate policies, procedures, processes, standards and/or guidelines relating to community engagement.
- provide guidance, feedback and recommendations on the overall framework.
- act as champions for community engagement.

Feedback collected from the internal Community Engagement Working Group together with the results of the workshop with senior leaders provided a comprehensive analysis of the organization's gaps, priorities and opportunities as well as a vision for moving forward with a community engagement framework. This included the need for:

- a consistent, corporate-wide approach to planning and executing engagement.
- a common understanding of engagement across all levels of staff.
- new channels for engagement and innovative platforms.
- building internal staff capacity for engagement.
- a reduction in ad hoc, spontaneous or "knee-jerk" engagements.
- more representative samples of community views to be included in engagement processes where appropriate.
- greater public trust, confidence and shared ownership in city-building initiatives.

Analysis and Options

Key milestones: 2018

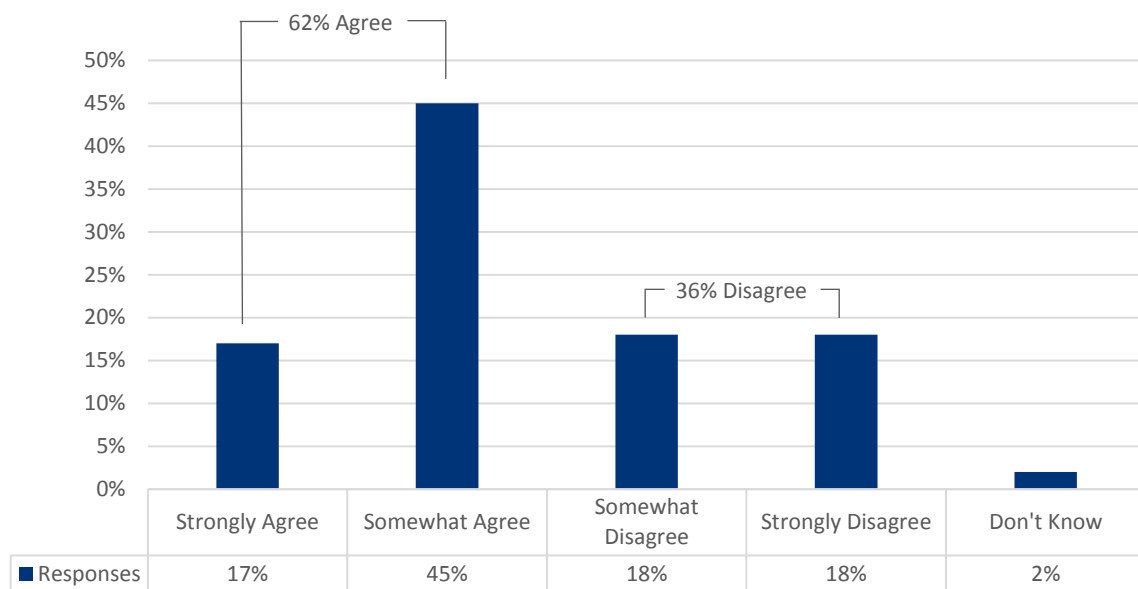
Establishment of Two Vendors of Records

In 2018, work was initiated to achieve some short-term wins that would provide staff with some engagement resources. Procurement processes were undertaken to establish two vendors of records (VORs): one for independent facilitators and a second for engagement consultants. The pre-qualified vendors in these two categories are knowledgeable of and trained in the application of internationally recognized standards, best practices and methodologies for sound and effective community engagement planning and execution, and have skills and expertise in conflict management, diffusing contentious conversations and facilitating meetings with a diverse range of audiences and stakeholders. The City recognizes the need to pre-qualify vendors with these important skillsets in order to ensure qualified independent third-party resources are available to help deliver neutral engagement processes and facilitation services. The City also understands that these pre-qualified vendors have skillsets that can help improve the City's relationships with its various publics and contribute to managing reputational risk. Today these VORs remain an important resource for staff.

2018 Citizen Satisfaction Survey

Every two years, the City of Vaughan conducts a statistically significant telephone Citizen Satisfaction Survey to gather input from residents on quality of life, delivery of City services, use of tax dollars, and communications and digital services, among other topics. A supplemental online survey is also run in tandem with the telephone survey. Public input from this important questionnaire is a key driver for decision-making, and informs policy decisions, budgetary spending and continuous improvement. In the 2018 telephone questionnaire, a new question was added for the first time that speaks to community engagement. This was done to begin establishing a benchmark for public perception with regards to the City's engagement performance. Citizens were asked:

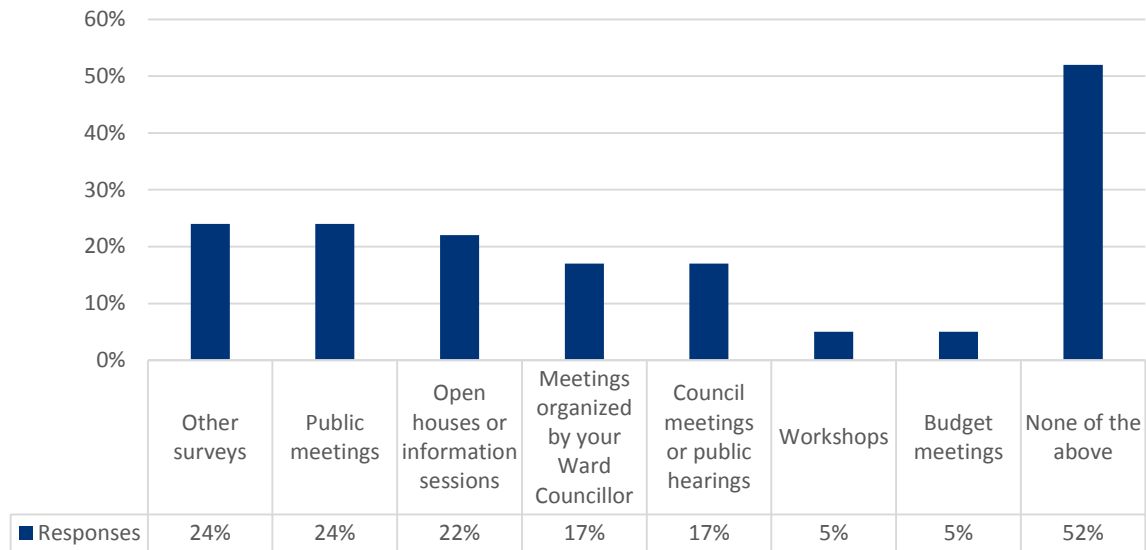
Q: Would you strongly agree, somewhat agree, somewhat disagree, or strongly disagree that you can influence municipal decisions affecting Vaughan by participating in public engagement events? Base: 2018 (n=806)



Six in 10 (62 per cent) citizens believe that they can influence municipal decisions affecting Vaughan by participating in public engagement events, while a sizeable proportion of about four in ten (36 per cent) disagree with this view. Younger residents between the ages of 18-34 are more likely than those 55 and older to agree that they can influence municipal decisions through their participation in public engagement events (68 per cent versus 57 per cent respectively). These results are optimistic and provide the City with an opportunity to improve its engagement processes in such a way to increase convenient participation, trust with citizens and stakeholders and confidence that city-building is truly a shared community responsibility.

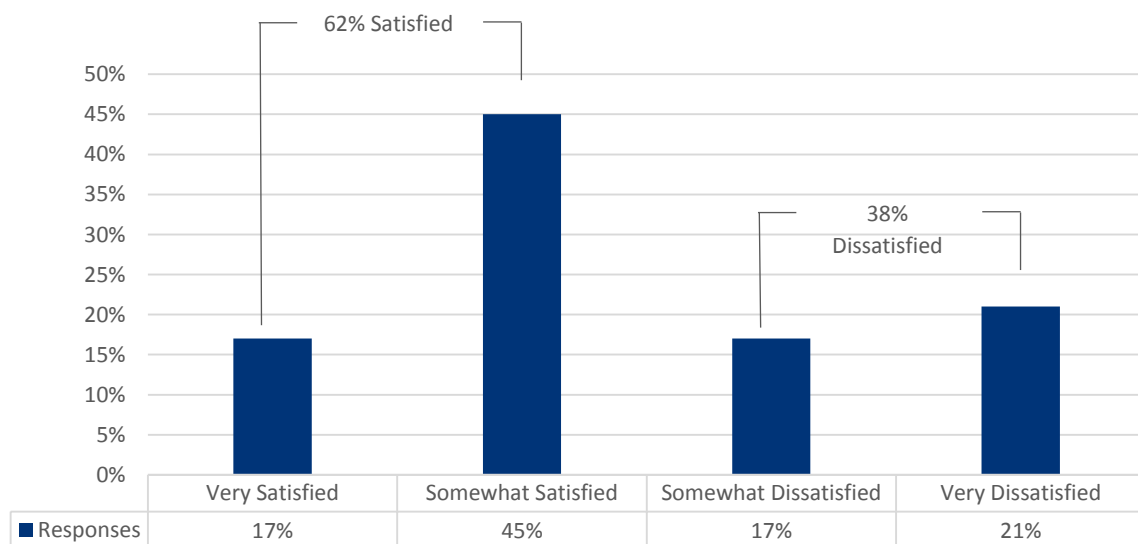
In the supplemental online survey that was also run in 2018, additional engagement-related questions were also included for the first time. Citizens were asked:

Q: Have you participated in any of the following public engagement processes in the past 12 months that were organized by the City of Vaughan? Base: All respondents 2018 (n=270)



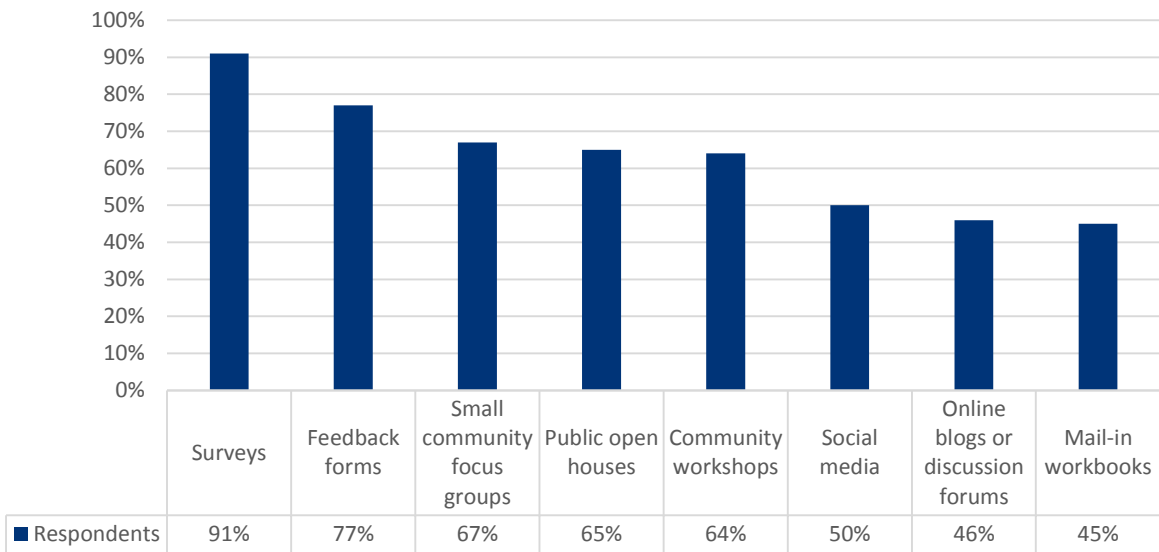
In 2018, citizen participation in City-run public engagement was fairly low, with only about 20-25 per cent of respondents having participated in other surveys, public meetings, open houses, community meetings and Council meetings or public hearings. A majority of respondents (52 per cent) hadn't participated at all. This data indicates an opportunity for the City to "take the engagement to where the people are" — that is, to expand its engagement techniques and offer additional and more convenient options and channels through which citizens and stakeholders can engage. Citizens were also asked:

Q: Thinking about the most recent public engagement process that you participated in, were you very satisfied, somewhat satisfied, somewhat dissatisfied or very dissatisfied with it? Base: 2018 (n=130)



While only 38 per cent of respondents indicated they were dissatisfied with their most recent engagement experience, an opportunity still exists to specifically understand the underlying dissatisfaction and work to improve the overall public engagement experience. Citizens were also asked:

Q: How interested are you in participating in each of the following forms of public consultation on a topic that is of interest to you personally? Base: All respondents 2018 (n=270)



The data here indicates that there is interest among citizens in participating in a range of other engagement activities outside of the traditional methods already being used by the City. That is not to say that the traditional methods would cease to be used, but rather the opportunity, again, exists for the City to increase overall participation in engagement processes by expanding its techniques and offering additional and more convenient options and channels through which citizens and stakeholders can engage.

Jurisdictional Review

In 2018, the Corporate and Strategic Communications department conducted an extensive engagement benchmarking analysis (or jurisdictional review) of 16 similar-sized municipalities and regions and examined whether or not these municipalities and regions were employing a range of engagement practices, including whether:

- a policy was in place.
- a plan, strategy or framework had been developed.
- a clear process for planning engagement was being used.
- a dedicated engagement staff person had been hired to oversee the function.

- they had an online citizen engagement platform.
- the International Association of Public Participation's (IAP2) Spectrum of Engagement had been adopted or an adapted version adopted (see page 12 for more information on the IAP2).

The 16 municipalities and regions included in the review were:

Municipalities

- Brampton
- Burlington
- Cambridge
- Kitchener
- Markham
- Mississauga

- Oakville
- Oshawa
- Richmond Hill
- St. Catharines

Regions

- Durham
- Halton
- York
- Waterloo
- Niagara
- Peel

The following chart summarizes the outcomes of the review. The review was also updated in 2020 – boxes highlighted in yellow indicate changes that took place between 2018 to the present. Checkmarks indicate that the municipality or region has the particular engagement practice in place. The letter “P” indicates that the engagement practice is pending, and that the municipality is working toward and intends to implement said engagement practice.

COMMUNITY ENGAGEMENT PRACTICES	VAUGHAN	MARKHAM	KITCHENER	BRAMPTON	MISSISSAUGA	RICHMOND HILL	OAKVILLE	BURLINGTON	OSHAWA	ST. CATHARINES	CAMBRIDGE	DURHAM	HALTON	YORK	PEEL	NIAGARA	WATERLOO
Engagement policy	P		✓				✓	✓	✓								
Engagement strategy/plan	P		✓	✓	✓	P	✓	✓	✓	✓			✓				✓
Vision	P		✓	✓	✓			✓	✓								
goals and objectives	P				✓			✓	✓								
roles and responsibilities	P				✓		✓	✓	✓								
Engagement principles	P		✓	✓	✓	P	✓	✓	✓				✓				✓
Engagement planning process	P		✓		✓	P	✓	✓		✓			✓				✓
Dedicated engagement webpage	✓		✓	✓	✓		✓	✓	✓	✓		✓	✓				✓
Dedicated engagement email				✓													
Dedicated engagement (e)newsletter	✓			✓							✓						✓
Dedicated engagement staff person	✓	✓	✓	✓	✓			✓						✓		✓	✓
Online engagement platform	✓	✓	✓	✓	✓	P		✓	✓	✓	✓	✓					✓
engagementHQ (Bang the Table)	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓					✓
Use of the IAP2 spectrum	P		✓		✓	P	✓	✓					✓				✓
adapted use of the spectrum	P		✓		✓												✓

The most significant change from 2018 to 2020 was the notable jump in the number of municipalities that have created new positions for a dedicated staff engagement person. The following chart indicates other notable areas that were up in 2020:

Engagement Practice	2018	2020
Policy	25%	25%
Plan, strategy or framework	56%	63% ↑
Clear process for planning engagement	44%	50% ↑
Dedicated engagement staff person	13%	50% ↑
Online citizen engagement platform	50%	69% ↑
Adoption of IAP2 Spectrum	36%	44% ↑

How does the City of Vaughan compare in this jurisdictional review? The chart on page nine highlights how a mere two years ago, Vaughan was quite behind in its corporate-wide approach to community engagement in comparison to other municipalities and regions. In fact, the only thing it had accomplished at that time was having appointed a champion to lead the development of a community engagement framework. Since then, the City is now pending in almost all areas and intends to implement established practices rooted in internationally recognized standards that will catapult the municipality into the spotlight as a city leading the charge amongst its contemporaries.

Key milestones: 2019

What the Data Tells Us

All of the data collected up to this point had painted a very clear picture of the path toward creating a sustainable Community Engagement Framework that will serve the needs of and fulfill the opportunities identified by staff and the public:

1. Obtain approval and buy-in on a corporate policy that will outline a formalized directional process of and commitment to involving citizens, businesses and stakeholders in conversations about municipal decisions that interest and impact them.
2. Adopt a modified version of the IAP2 Spectrum of Public Participation that contains clear and understandable language and reflects the City of Vaughan's decision-making authority.
3. Develop a distinct process for planning community engagement processes that is rooted in the internationally recognized standards, best practices and methodology developed by the IAP2 (see page 11 for more information on the IAP2).

4. Continue to build the City's capacity to plan and execute community engagement processes that align with guiding principles and with staff's and the public's desired engagement experience by introducing tools, supports and resources.
5. Continue to expand the City's engagement and feedback channels by introducing an online citizen engagement platform that will further the City's ability to facilitate and reach wider audiences through digital engagement — which is a lasting need in public consultation but also an immediate need during COVID-19.
6. Develop a corporate strategy that would capture the essence of the Community Engagement Framework, as well as identify key activities and objectives for measuring success and informing continuous improvement.

Vaughan's Community Engagement Framework



Throughout 2019, work was undertaken to complete a draft policy and procedures, a draft strategy and step-by-step guidelines for planning engagement (complete with resources and templates) as well as develop an adapted, made-for-Vaughan engagement spectrum — all of which are rooted in the internationally recognized standards, best practices and methodology established by the IAP2.

About the International Association of Public Participation (IAP2)

The IAP2 is the preeminent international organization working to advance the practice of public participation and promote and continuously improve 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. The IAP2 Spectrum of Public Participation (page 13) is one of the pillars upon which the global mission of the IAP2 is built and continues to grow. It was developed with broad international input, crosses national, cultural and religious boundaries, and forms the foundation of public participation processes that reflect the interests and concerns of all stakeholders. The spectrum was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. It is used internationally, and it is found in many engagement plans around the world.

Made-for-Vaughan Engagement Spectrum

Vaughan's adapted spectrum includes three main levels of engagement: share information, collect and compile information and bring people together. The latter two levels each have two sub-levels: listen and learn, consult, include and co-create. While there are certainly circumstances where a given project may exclusively operate at the share information stage only, the general expectation is that the sharing of information remains a constant as you progress down the spectrum. The selection of this language was made in an attempt to offer greater clarity around the differences between consulting, involving and collaborating, as presented in the IAP2 spectrum. Also, the goals and promises of the empower level as outlined in the IAP2 spectrum are generally reserved for Mayor and Members of Council, and so the exclusion of this level from Vaughan's spectrum reflects the City's decision-making authority. However, the City recognizes that opportunities exist to co-create and execute ideas and solutions with citizens and stakeholders, and this deepest level of engagement is incorporated into Vaughan's spectrum (see page 14).

IAP2 Spectrum of Public Participation



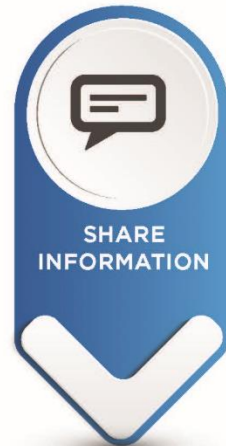
IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

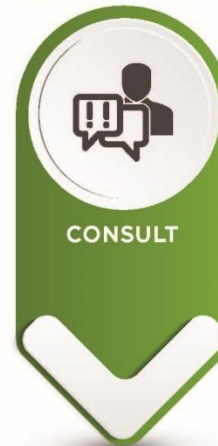
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Community Engagement Spectrum



COLLECT AND COMPILE INFORMATION



BRING PEOPLE TOGETHER



GOAL

- Provide the necessary context and background information in a timely manner

ACTION

- Communicate in plain-language
- Respond to questions for clarification
- Provide additional information as needed
- Report back on all outcomes

OUTCOMES

- Clear communication channels are established
- Impacted/interested parties feel adequately informed
- Transactional

- Listen to and learn about views, ideas, concerns and expectations

- Provide channels and opportunities for listening to take place

- Participants feel heard
- The City understands the community narrative

- Collect feedback on options and alternatives

- Listen to and acknowledge views, ideas, concerns and expectations
- Report back on all outcomes
- Describe how input was considered/used

- Citizens are offered a high-level opportunity to contribute
- Participants see their feedback in action
- Participants feel heard

- Work directly with the public to ensure concerns and aspirations are understood and considered

- Work with the public to ensure concerns and aspirations are reflected in the options or alternatives developed
- Describe how input was considered/used
- Report back on all outcomes

- Mitigate negative impacts
- Element(s) of surprise are gone
- Visible partnerships are created
- Co-operation is increased

- Partner with the public in various aspects

- Look to the public for advice and innovation
- Incorporate advice and recommendations into the decisions to the maximum extent possible

- Trust and partnerships are built
- Citizens/stakeholders advocate on behalf of the City
- Negative impacts are reduced or eliminated

Adapted from the International Association of Public Participation's Public Participation Spectrum

Key milestones: 2020

While the onset of the global COVID-19 pandemic caused some delays in the progress of activities in support of the development of the Community Engagement Framework, significant work was still completed.

Internal Online Self-Guided Workshop

In August 2020, Vaughan's people leaders (deputy city managers, directors, managers, supervisors and project managers) were invited to participate in a self-guided online workshop. The purpose of the online workshop was mainly to validate all the feedback collected from staff and senior leadership over the years with respect to needs, gaps, priorities and opportunities for and around engagement. It was also an opportunity to share some of the action intended to be taken on that feedback through the Community Engagement Framework.

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. Some of the verbatim comments received include:

"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 a '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."

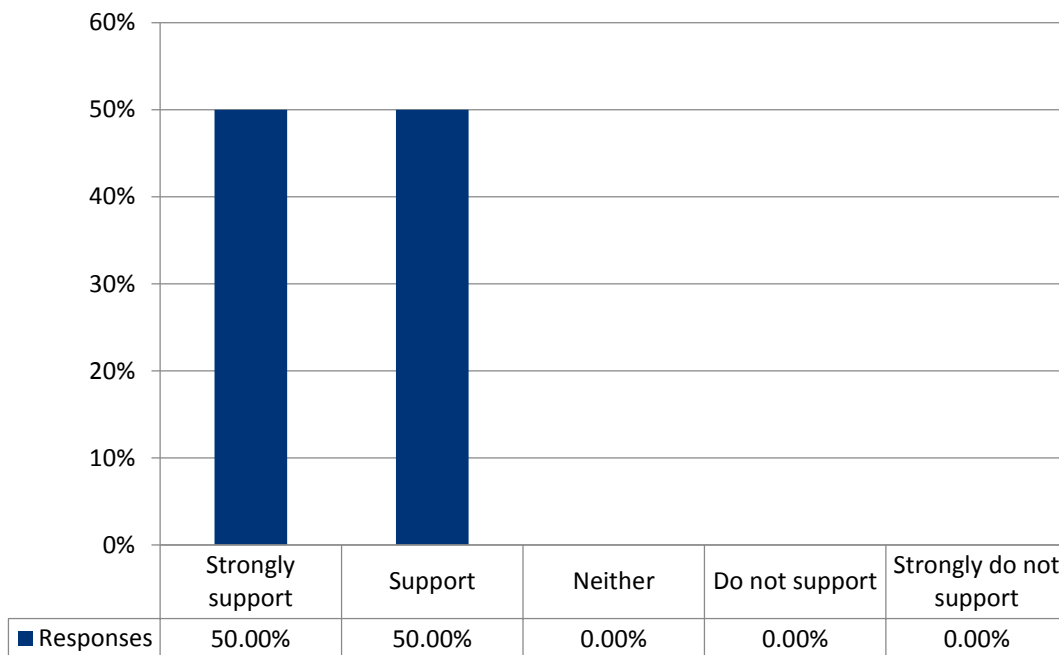
"Solid definition. Comprehends the new reality created by the pandemic."

Workshop participants were asked, "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. The collected responses were organized into the following 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 (see page 18) through the Stakeholder and Community Engagement Policy. 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.

Workshop participants were also asked, “To what degree do you support a "go to where the people are" or "take it to the people" approach?” This question speaks to the need for the City to offer additional and more convenient options and channels through which citizens and stakeholders can engage. One hundred per cent of respondents either support or strongly support this approach.



Some of the verbatim comments received include:

“With COVID – ‘going to where the ppl are’ means social media/online too. In-person isn’t 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.”

“This is a great approach and shows the City's commitment to its citizens.”

The full results of the online workshop can be found in Attachment 2.

Public Online Survey

In September 2020, the City ran a public online survey on community engagement. The purpose of the survey was to understand:

- the current state of community engagement with the City of Vaughan.
- general viewpoints about the function and benefits of community engagement to support municipal decision-making.
- how the public typically engages with the City of Vaughan.
- ways respondents might consider engaging with the City of Vaughan in the future.

Workshop participants were also asked, “In your opinion, and in one word, community engagement should be... (e.g. inclusive)?” The collected responses were organized into the following themes (in order of most responses), which also appropriately align with the IAP2 Code of Ethics, which the City intends to adopt through the Community and Stakeholder Engagement Policy:

- Accessible and Inclusive
- Open and Transparent
- Meaningful and Valuable
- Collaborative and Engaging
- Fair/Equitable
- Process
- Diverse and Representative
- Informative
- Results Oriented

The following chart details each element of the IAP2’s Code of Ethics and demonstrates alignment with the results of the public survey and the internal online staff workshop.

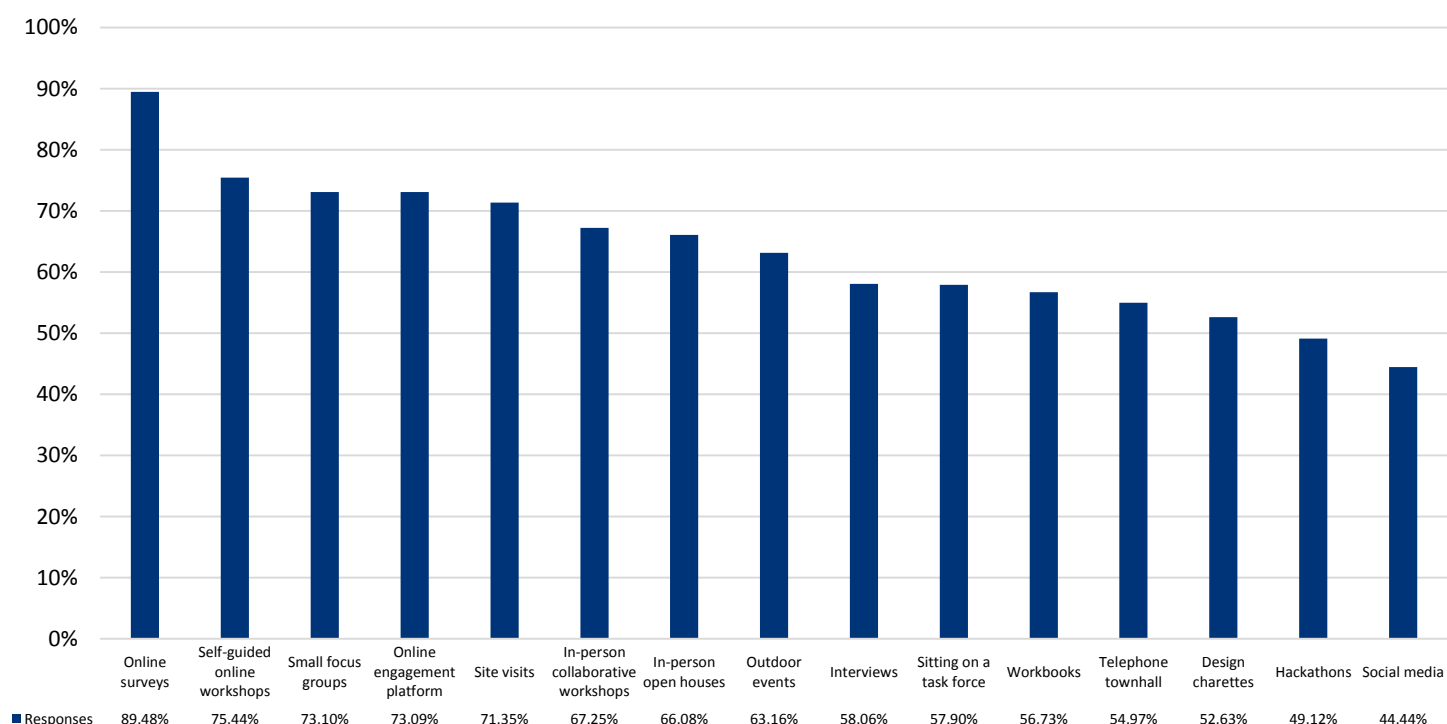
IAP2 CODE OF ETHICS (GUIDING PRINCIPLES)	RESULTS OF THE STAFF WORKSHOP	RESULTS OF THE PUBLIC SURVEY
<p>Purpose: The City supports community engagement as a process to make better decisions that incorporate the interests and concerns of affected stakeholders and meet the needs of the decision-making body.</p>	<p>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.</p>	<p>Process: Many respondents highlighted the importance of process to ensure solid engagements that are ongoing, documented, focused, forward-thinking, well-timed, wisely managed and able to, in some cases, and where appropriate, achieve clear consensus. Respondents also indicated that good leadership and knowledgeable participants can make for a rewarding experience.</p>
<p>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.</p>	<p>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.</p>	<p>Meaningful and Valuable: Engagement processes should be thoughtful, proactive and actionable, while providing an experience to participants that is genuine, deliberate and organic. Respondents also noted that engagement processes should be beneficial and remain topical to ensure a satisfying and fulfilling experience.</p> <p>Collaborative and Engaging: Engagement processes need to be interactive and constructive, while incorporating creative aspects to keep</p>

		participants engaged. Respondents also noted the importance of building partnerships or having stakeholders work together as partners, and emphasized the need for two-way, deliberative methods.
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-judgmental. Workshop participants also noted the importance of taking ownership and being willing to accept the “bad” with the “good.”	Open and Transparent: This speaks to hosting engagement processes that are honest and clear with defined intentions and expectations. Respondents also noted the importance of all parties being accountable to their words and actions and the significance of non-partisan/ unbiased processes.
Openness: The City will encourage the disclosure of all information relevant to the public's understanding and evaluation of a decision.		Diverse and Representative: A good portion of respondents felt diverse participation and representation of appropriate stakeholders was key for good engagement. They highlighted that engagements should be far-reaching and all-encompassing to involve the right people at the table.
Defining the Public's Role: The City will carefully consider and accurately portray the public's role in the decision-making process.	N/A	Informative: Respondents indicate a desire for engagement processes to be informative. The use of storytelling was also mentioned.

<p>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.</p>	<p>Accessible and Inclusive: Workshop participants note that engagements should be simple, clear and concise to welcome involvement.</p>	<p>Accessible and Inclusive: This includes ensuring opportunities to engage are far and wide, and considerate of participant's resources, needs and desires. Respondents also noted the importance of the process and materials being presented in a way that is easy to understand and broadly publicized to ensure the right people are notified about the opportunities to engage.</p>
<p>Respect for Communities: The City will avoid strategies that risk polarizing community interests or that appear to "divide and conquer."</p>	<p>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.</p>	<p>Fair/Equitable: This speaks to the need to ensure all voices feel heard and listened to, as well as welcomed into the process in a receptive manner. Respondents also highlighted the importance of respect and supportiveness during an engagement process.</p>
<p>Advocacy: The City will advocate for the community engagement process and will not advocate for interest, party or project outcome.</p>	<p>N/A</p>	<p>N/A</p>
<p>Commitments: The City will ensure all commitments made to the public, including those by the decision-maker, are made in good faith.</p>	<p>N/A</p>	<p>Results Oriented: Some respondents stressed the need for engagement processes to be results oriented or performance measured. Capturing meaningful metrics is a standard way</p>

		of demonstrating whether a given engagement process was a success or not.
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	N/A

Public survey participants were also asked, “COVID-19 restrictions aside, how interested would you be in participating in the following forms of online and in-person community engagement on a topic/conversation that would be of interest to you?” This list included a range of innovative and more collaborative methods of welcoming people into the deliberation process as well of methods that really allow people to participate on their own time and in ways that would be presumably more convenient for them. Responses to this question will help the City understand some of the public’s preferred techniques for engaging. The full results of the survey can be found in Attachment 3.



Online Engagement Platform

In December, the City procured Bang the Table – a popular and widely used online engagement tool among municipalities in North America and worldwide. Some of the current municipal clients include, but are not limited to, Mississauga, Brampton, Burlington, Markham, Whitchurch-Stouffville, Newmarket, King, Oshawa, Kitchener, Cambridge, Waterloo, Waterloo Region and Aurora.

Bang the Table’s range of eight engagement tools make it easy to marry online and face-to-face methodologies. Through its platform approach, tools can be mixed and matched as needed, and turned on or off, to best support the engagement process. Drawing on qualitative and quantitative data at each stage of the project, reporting enables project teams to measure against their project’s success criteria.

Eight Engagement Tools

EngagementHQ's range of eight engagement tools (shown below) make it easy to marry your online and face-to-face methodologies.

Through its platform approach, you can mix and match the tools you need, and turn them on or off, to best support the engagement process.

Drawing on qualitative and quantitative data at each stage of the project, reporting enables you to measure your project's success criteria.

Selecting the right tool for your engagement is essential if you are going to get the feedback you need.

When thinking about which tools you might want to utilize, you might consider the spectrum below and first decide on the type of engagement environment you are comfortable with.

What you can see in the diagram, are three operating environments: controlled, mixed, and open.

Each environment has a range of tools that are suitable for use on their own or in combination with others as part of a more robust methodology.

Understanding your objectives, negotiables, and the types of information you need will be a key determining factor for your tool selection.

Open environment

Participants can engage with each other. Comments, images and ideas are visible to the community



FORUM

The Forums tool creates a space for discussion, dialogue and debate. People share their experiences with others, ask questions and have conversations in a safe and interactive environment.

IDEAS

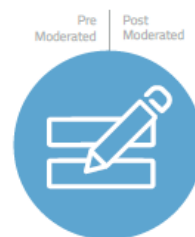
Ideas provides "virtual" post it notes for individuals to add their ideas to a collective board. People like the ideas that inspire them most, helping align your priorities with what matters most to the community.

PLACES

Places is a simple way to gather community feedback and ideas directly on a map. Participants drop a "pin" in the area of concern, add photos and then fill in a quick survey.

Mixed environment

Participants can see other participant contributions. However, there is little peer-to-peer interaction. Some data may be visible to the public, other data is just accessible by admin.



STORIES

When we tell or hear a story, neuroscience tells us that we experience things on a higher and more resonant level. Stories helps your community better understand, empathize and relate to others as well as your project goals.

GUESTBOOK

Guestbook keeps things simple; people are only able to upload comments, which are moderated to manage what appears publicly. No other interaction is enabled.

QUESTIONS

Questions is an issues management and communications risk mitigation tool. It is a managed space for your community to ask you questions and for you to respond either publicly or privately.

Controlled environment

Participants cannot engage with each other. Data is stored in the backend and only accessible by admin.



POLLS

Polls encourage people to give a quick answer on one question, selecting from multiple choice answers. They are able to instantly see the Poll results, piquing their interest and giving you real time insight.

SURVEYS

The Surveys tool gives people an opportunity to voice their opinion in a convenient and guided way, which has historically shown higher response rates than other formats.

During the global COVID-19 pandemic, digital means of stakeholder and community engagement are more important than ever. Bang the Table enables advanced digital engagement options while physical distancing is in place and will continue to satisfy the need for digital engagement well into the future. It will also create a streamlined online engagement experience for all citizens.

Stakeholder and Community Engagement Policy: anchoring the framework

The Stakeholder and Community Engagement Policy (Attachment 4) anchors the entire Community Engagement Framework. It outlines a formalized directional process of, and commitment to, involving citizens, businesses and stakeholders in conversations about municipal matters and decisions that interest and impact them. Central to the policy are these foundational beliefs:

- City-building is a collective effort.
- 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.
- Community engagement is a process by which citizens and stakeholders learn together and work together on behalf of their communities and in collaboration with their local government to create and realize sustainable and future-defining visions for the community.
- Everyone has wisdom to contribute: the City of Vaughan recognizes that insight collected through the community engagement process provides Vaughan Council and City staff with meaningful information to support sustainable decision-making.

The policy has multiple purposes and aims to:

- ensure the City's community engagement efforts align with Council's priorities for maintaining good governance through accountable decision-making.
- ensure the City's community engagement efforts align with Council's priorities for providing an exceptional citizen-centred experience.
- encourage an active and engaged community.
- establish a common definition of "engagement" and what it means to engage.
- introduce a consistent, strategic and corporate-wide approach for planning and executing community engagement with internal and external audiences.
- identify City projects and initiatives where application of the policy would be appropriate and necessary.
- clarify the roles and responsibilities of City staff and the public within the engagement process.

- encourage the use of more deliberative, collaborative and innovative approaches to and tools for engagement.
- expand the City's ability to facilitate and reach wider audiences through digital engagement, which is a lasting need in public consultation but also an immediate need during COVID-19.
- contribute to increasing public trust and deepening the connection between the public and their local government.

It is important to note that the policy 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.

Through the policy and its supporting elements, the City will endeavour to achieve the following outputs and outcomes:

- Develop a multi-faceted and overbuilt approach to planning and executing community engagement
- Seek out opportunities to engage:
 - with Vaughan's **diverse** community
 - with a **variety** of stakeholders
 - beyond the **usual suspects**
 - internally with **employees**
- Promote citizen and stakeholder participation through various channels, as well as through new digital options
- Leverage tools and technology to engage with citizens at convenient times and places to increase participation
- Continue to promote a go-to-where-the-public-is approach, where appropriate
- Provide strategic advice and support to staff as they plan their engagement initiatives

Previous Reports/Authority

None.

Financial Impact

There are currently no new funding requirements or budget asks.

Broader Regional Impacts/Considerations

None.

Conclusion

Community engagement is fundamental to the city-building process, which is a collective effort of Vaughan Council, City staff, Vaughan citizens, stakeholders and other parties that are impacted by or interested in municipal matters and decisions. It is also recognized as a priority in the 2018-2022 Term of Council Service Excellence Strategic Plan.

Community and stakeholder engagement at the municipal government level is all about upholding democracy. Vaughan's elected officials have a mandate to protect the democratic process and City staff are committed to facilitating and enhancing that process. Democracy ensures citizens and stakeholders are invited to participate in decision-making, which is a process by which citizens and stakeholders learn together and work together on behalf of their communities and in collaboration with their local government to create and realize sustainable and future-defining visions for the community. Their involvement enhances the process by providing wisdom, information and feedback that helps staff develop appropriate reports and allows Council to make informed decisions.

Community engagement is also an exercise in relationship-building, which has the power to create a culture of trust and understanding between citizens and their local government. This is key to building healthy communities. By instating this policy, the City declares its commitment to evaluating and improving its current processes and working to involve citizens, businesses and stakeholders in crucial conversations that will shape the city they know and love — their home — the city of Vaughan.

For more information, please contact:

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Jennifer Ormston, Manager, Corporate and Strategic Communications
Mae Caldarelli, Stakeholder and Community Engagement Specialist

Attachments

1. CMT Summit on Engagement Programming (report), Delaney and Associates, Sept. 9, 2016
2. Internal Workshop on Community Engagement (report), Corporate and Strategic Communications, Oct. 21, 2020

3. Public Survey on Community Engagement (report), Corporate and Strategic Communications, Oct. 14, 2020
4. Draft Stakeholder and Community Engagement Policy, Corporate and Strategic Communications
5. Draft Stakeholder and Community Engagement Procedure, Corporate and Strategic Communications
6. Engagement Strategy, City of Vaughan

Prepared by

Mae Caldarelli, Stakeholder and Community Engagement Specialist, ext. 8050

Approved by

A handwritten signature in black ink, appearing to read "Jim Harnum", with a long horizontal stroke extending to the right.

Jim Harnum, City Manager

Reviewed by

A handwritten signature in black ink, appearing to read "Jim Harnum", with a long horizontal stroke extending to the right.

Jim Harnum, City Manager



A. PURPOSE

The purpose of this report is to capture the essence of discussions that will inform development of the City of Vaughan Community and Stakeholder Engagement Policy and Procedure. Typically these two instruments are referred to collectively as an “engagement framework” and henceforth in this report as simply “the framework”. This paper also proposes next steps as a point of departure for discussions and decisions that will guide development of these instruments.

B. ISSUES AND OPPORTUNITIES

Pre-summit interviews and discussions during the summit identified a range of issues and opportunities facing the City as it establishes a more rigorous and transparent methodology to planning and designing engagements. These considerations and Corporate Management Team (CMT) comments about them (in response to the report) should be considered when developing the framework.

1. Types of Engagement

Vaughan is a large and complex organization servicing the needs of a growing and diverse community. The rationale for engagement is as varied as the community served. In general, the City has used two basic types of engagement: **rapport building** and **decision support**. It is understood widely by engagement practitioners that engagement always should be tied to a pending decision. Where staff resources are to be used for engagement, it is suggested they should be used to support the decision-making process. If there is no decision to be made by the City, then there is no possibility for engagement, in the classically sense of the word; hence, those activities are outside the scope of this framework.

2. Support to Engagement

Community and stakeholder engagement is fundamental to a healthy democracy, prosperity and, ultimately, a high quality of life in Vaughan. Capacity to conduct this type of engagement in an ongoing way requires a long-term financial and cultural commitment. City resources used to support engagement activities are decision-focused, stakeholder & community-centric, and values-driven (see Engagement Values and Principles, below). These values and guiding principles assure constituents / rate-payers that resources are being used wisely, in a frugal and non-partisan way.

3. Engagement Champion

As a service-based organization seeking excellence, the CMT recognizes, and is committed to, engaging the community and stakeholders in an on-going way, as a means of city building and improvement; as such, Vaughan will create internal capacity to undertake and support engagement. Part of this includes a centralized business function to coordinate, report, evaluate, foster, promote, and guide the function, as well as to manage common engagement infrastructure.

4. Engagement Infrastructure

To engage community and stakeholders in an appropriate, on-going and cost-effective way the City will require: a common commitment and understanding toward engagement, guidelines, appropriate skills, online capability, and planning and design tools.

5. Models of Engagement

There are common best practices that Canadian municipalities use to guide engagement. These provide a starting place for development of the Vaughan framework.

6. Horizontality

Engagement is not “extra work”. It is the work of achieving service excellence and building an exceptional city; as such, it is a business function relevant to most Vaughan organizations. Customer-facing organizations and some managerial functions, such as budgeting, are responsible for reaching out to include community and stakeholder concerns and aspirations during decision making.

7. Engagement ROI

As a responsible steward of public resources, the City will track and report the effectiveness of engagement investment against specified goals and objectives.

C. DECISIONS REQUIRED

Some of the above issues / aspirations and elements of the CMT discussion from 9 September frame the decisions that are needed to drive development and implementation of the framework.

1. **Moving forward:** There is a clear consensus within the CMT that a more deliberate and rigorous approach to engagement is required. A date to announce the policy and procedure should be set, in order that an action plan can be finalized.
2. **Policy elements:** There are three important policy elements: engagement values, guiding principles, and roles and responsibilities. These should be refined and approved in order to initiate work on the engagement framework. Preliminary suggestions for each of these are provided below as a starting place for policy development.
3. **Engagement champion:** There is consensus that an engagement champion is required to establish and sustain the function. CMT needs to decide how (i.e. PMOⁱ) and where the champion will reside.
4. **Collaborative development:** CMT agrees that engagements should be undertaken by those business units that “own” each decision (i.e. planning, capital development, budgeting, etc.) to be supported by an engagement initiative. The framework, therefore, should be developed by the champion with the support of an internal advisory committee. Membership should be reflective of the depth of interest each business unit holds in the engagement function.

5. **Action plan:** The engagement champion will require a *budget and access* to internal and likely external stakeholders as they develop the framework. A preliminary action plan is shown below as a starting point.

D. ENGAGEMENT VALUES

The City of Vaughan uses public resources in the best interests of the community it serves. The City will use some of these resources to engage community and stakeholders in shared decision making, in order to build and maintain trust-based relationships, when the impacts of decision making warrant it. The character of engagement is a demonstration of how the City values its relationship with the community and stakeholders.

In any engagement we pursue, we strive to build and live the following values:

Community Cohesion: A high quality of community life is based upon mutual understanding and respect among residents. This, in part, is achieved through dialogue to understand differing values and perspectives.

Healthy Democracy: Staff and Council work together respectfully and effectively to engage the community and stakeholders, in order to strengthen the effectiveness and efficiency of democratic processes.

Shared Meaning: Time will be taken to inform and educate stakeholders on the background – why an engagement is important and how the City will engage stakeholders and make decisions.

Mutual respect builds relationships: We respect perspectives and opinions as legitimate considerations in decision making without agreeing to them. This applies internally as well as with our external stakeholders.

Transparency: Building trust-based relations derives from open communication and sharing of information.

Honesty: Candid communication of the facts and decision intent creates substance for meaningful dialogue.

Accountability: The City is accountable for communicating factually what was heard and how this influences decision making.

E. ENGAGEMENT PRINCIPLES

The City engages with integrity. The values above show what is important to us. Engagement operating principles reflect the way we will engage – they govern the behaviour we seek to uphold. Our engagement always is guided by the following principles:

Impact sparks influence: What ‘triggers’ an engagement will be based upon the nature and significance of impacts the decision will have and the extent to which community and stakeholder input can influence the ultimate decision.

Purpose defines process: The process by which the pending decision will be made defines the engagement purpose and design.

Listening yields understanding: The City is committed to hearing the voices of those impacted by decision making and expects the community and stakeholders to listen for understanding as a basis to meaningful engagement.

Balanced views inspire confidence: We appreciate that many interests, aspirations and concerns attend all decisions and will help balance decision making based upon impacts.

Inclusivity drives quality deliberation: Engagement improves decision making when all the people and organizations impacted by the decision are at the table.

Meaningful process builds legitimacy: Those impacted by a decision have a legitimate opportunity to influence it.

ROLES AND RESPONSIBILITIES

Council

Council is the elected representative of the community and as such have latitude to engage their constituents as they see fit. Councilors are also seen as decision makers in most City decisions. It is important, therefore, to include Council and Councilors in the engagement process. (In most Canadian municipalities), the role of Council is to:

- a. review and approve the engagement framework to ensure it supports peace, order and good governance;
- b. oversee engagement activities to be sure they are adequate in consideration of the forecasted decision impacts;
- c. take measures to ensure constituents and other stakeholders are aware of pending decisions that might impact them and to ensure access to the engagement process;
- d. provide background information to their constituents and stakeholders so they can be engaged at a meaningful level;
- e. facilitate the involvement of constituents and stakeholders in the engagement process;
- f. encourage and support staff to plan and deliver engagements and participate in staff-led engagements with the City brand in mind;
- g. communicate the results of engagement, including the process by which the engagement was undertaken; and,
- h. consider the results of engagement activities in making decisions on behalf of the City

Staff

Staff is responsible for initiating and structuring engagements in a way that best serves the pending decision, the decision maker, and those impacted by the decision. The role of staff is to:

- a. identify the need for engagement as early as possible in the decision-making process;
- b. develop and facilitate engagement plans, using City of Vaughan engagement procedures and in conformance to the engagement policy;
- c. communicate and promote engagement opportunities, including to make meaningful background information available in advance of engagement;
- d. facilitate genuine, non-partisan dialogue;
- e. document the input gathered and confirm its accuracy;
- f. tabulate, analyze and report input in a factual way that directly supports decision making;
- g. represent community and stakeholder input to the decision maker;
- h. conduct evaluation of engagement activities in order to:
 - a. confirm process integrity,
 - b. understand the extent to which objectives were reached,
 - c. determine how the decision was influenced, and
 - d. support of continuous improvement; and,
- i. follow up with engagement participants to communicate how their input has influenced the ultimate decision.

Engagement Champion

A centralized engagement champion (position or organization) will serve as a focal point for building engagement capacity and competency at the City. The role of the engagement champion is to:

- a. act as a single point of contact for community members or stakeholders wishing to engage the City;
- b. oversee on-going engagement to ensure consistent use of the framework;
- c. create competency development opportunities;
- d. establish, maintain and ensure engagement infrastructure is appropriate for the needs of Council and staff;
- e. oversee evaluation of engagements and collect evaluation results for reporting;
- f. coordinate engagements to guard against confusion or engagement fatigue during periods of multiple engagements;
- g. support staff by providing coaching and mentoring; and,
- h. empower teams to collaborate for cross-jurisdictional decisions / engagements.

Community and Stakeholders

In an engagement context, the term “public” refers to all those who are impacted by, or can impact, the decision-making process. In a municipal context, this means residents, people who work, go to school, recreate or travel through the City, people and organizations that own property or do business in Vaughan as well as internal stakeholders and other decision authorities who can impact the decision process. There is a clear role for community members and stakeholders to contribute their passion, innovative thinking, and personal and organizational resources to the process of engagement in Vaughan. The role for community members and stakeholders is to:

- a. be attentive to opportunities to become engaged with the City and the broader community;
- b. take the time to become aware of background information, prior to becoming engaged;

- c. request further information to enhance their contributions;
- d. participate so as to improve the quality of decision making in the public good;
- e. participate with good intent, honestly and in a manner that respects community members, stakeholders, Council and staff; and,
- f. offer suggestions that will improve the quality of future engagements.

G. NEXT STEPS

A collaborative approach to development of both policy and procedures is proposed. The engagement champion will lead development based upon a CMT-approved action plan. A preliminary action plan is outlined below.

1. Review and comment on this report on discussions	23 Sep
2. Appoint engagement champion	
3. Establish internal advisory committee or virtual panel	
4. Develop draft policy and circulate for internal review (see #3)	
5. Finalize draft policy	
6. External engagement on draft policy	
7. Review and approval of policy by Council	
8. Establish external engagement advisory committee / baseline expectations	
9. Research to identify appropriate procedural elements	
10. Develop preliminary procedural guidance	
11. Seek internal feedback on preliminary draft	
12. Consolidate revisions into draft procedures	
13. Seek external feedback on draft procedures	
14. Consolidate external input and revise	
15. Present to CMT for approval	
16. Present to Council for approval	

ⁱ Explore and decide:

- o Is the corporate engagement function located in the PMO or elsewhere?
- o If elsewhere, then where?
- o If a PMO function, is it centralized with one or more people, or is it distributed across different organizations with the different functions allocated to separate individuals or organizations?



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

<p>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.</p>	<p>N/A</p>
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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.

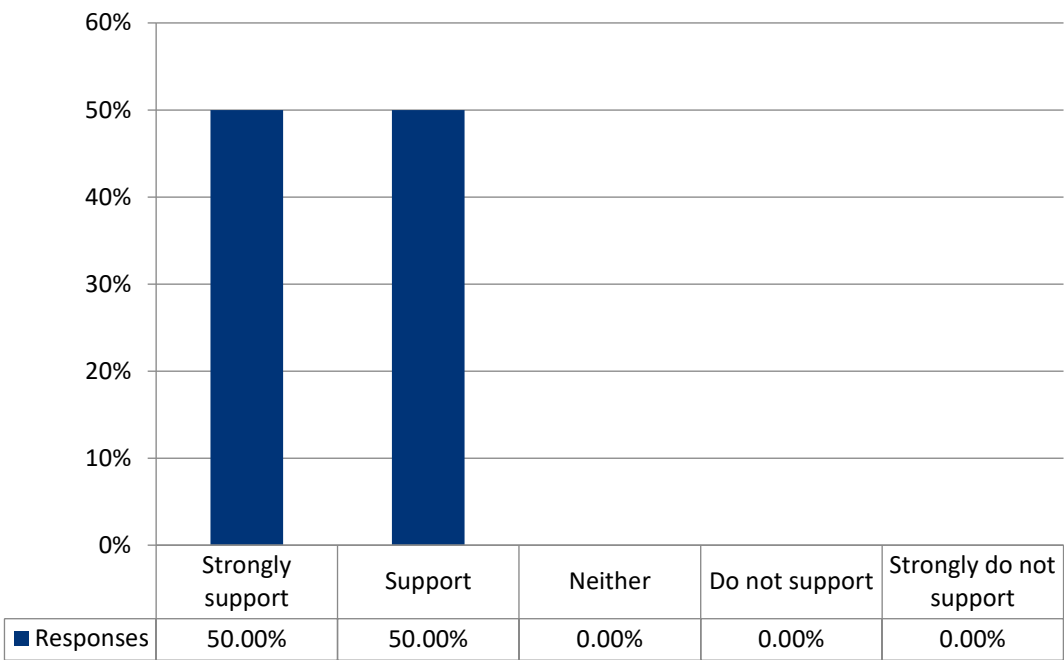
As part of this section of the workshop, participants were given information about a resource developed by the Corporate and Strategic Communications department that aligns with the Vaughan Engagement Spectrum and outlines appropriate tools and techniques to employ for a given engagement process. Participants 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.



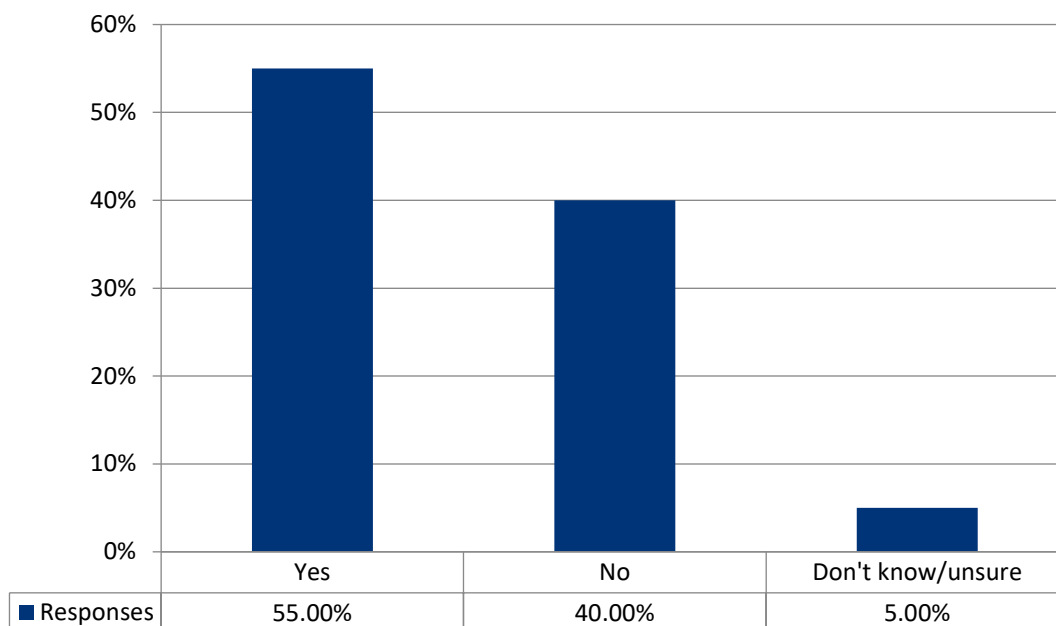
Workshop participants were asked to provide any comments about a “go to where the people are” approach and the following verbatim comments were received. Answers to all questions received through the workshop are answered in Appendix A but will also mainly be addressed through the corporate procedures, 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.

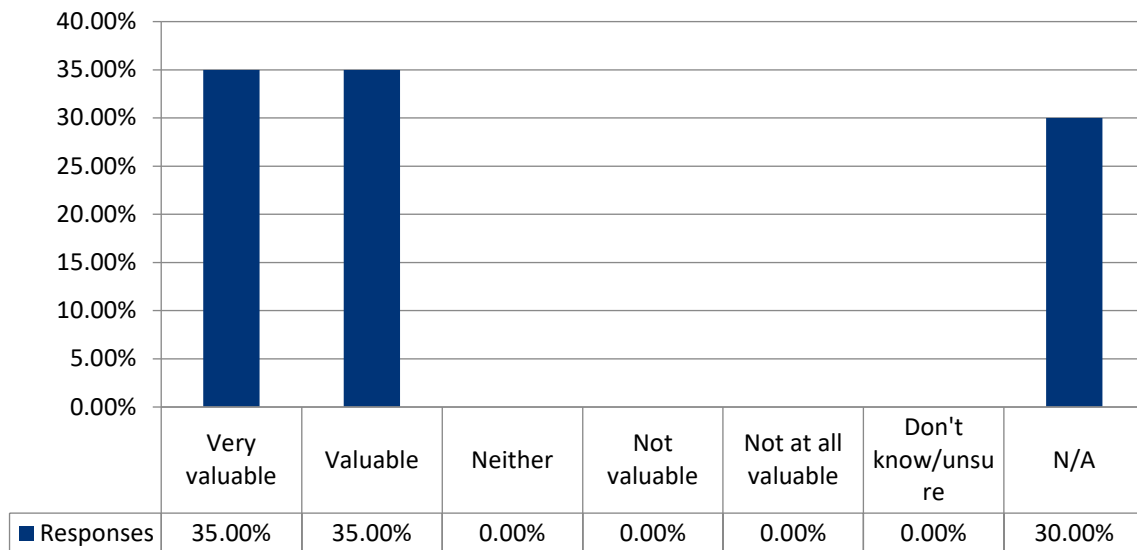
Q: Have you ever conducted a stakeholder mapping exercise - such as outlined above - as part of your engagement planning process?

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.



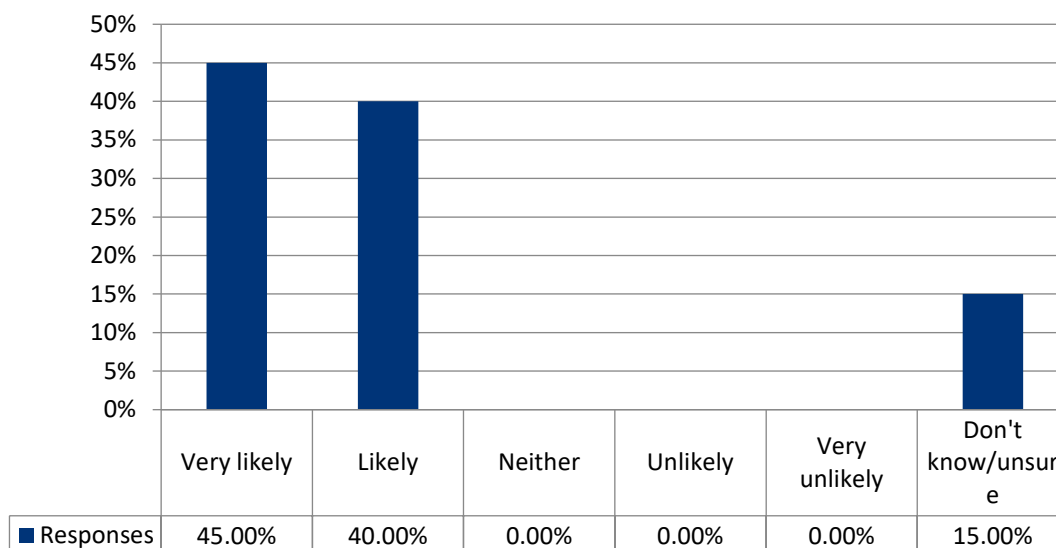
Q: Did you find the stakeholder mapping exercise to be valuable to your overall engagement planning process?

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



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.



Q: Do you have any comments or questions, if any, about stakeholder mapping exercises to support the engagement planning process?

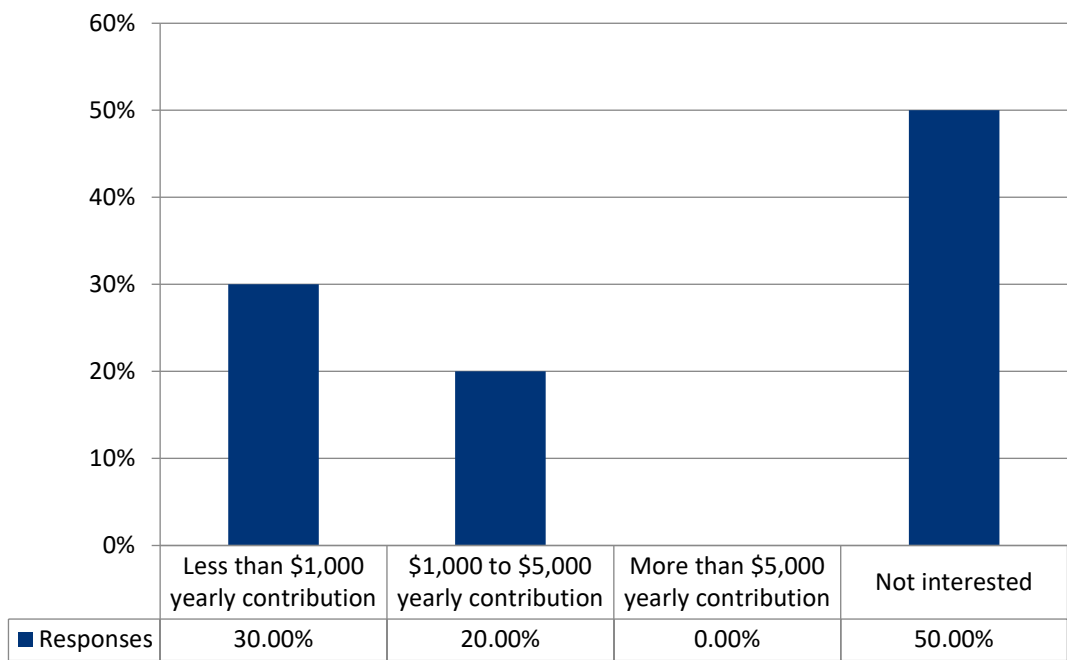
Workshop participants were asked to provide any comments about stakeholder mapping and the following verbatim comments were received. Answers to all questions received through the workshop are answered in Appendix A but will also mainly be addressed through the corporate procedures, resources and tip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



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 has 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, it's 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.

- Staff would need training/resources to uphold the Rules of Engagement when necessary.
 - No comment.
 - Rules of Engagement - sure these will be explained in another section.
 - Agree.
 - 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
 - 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.
 - No comment.
 - Bang the Table (Engagement HQ) project pages - sure these will be explained in another section.
 - Not a clear communication of intent. "Bang the table"?
 - 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
 - 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.
 - Agreed - results of surveys etc. to be shared with external Consultants as well to inform the development of the overall project.
 - some level of subjectivity may be included in these findings
 - Agreed.
- Encouraging Members of Council to communicate about engagement opportunities, where feasible, to their constituents
 - Agreed. This will require support from SLT-E, SLT and management to streamline communication and expectations.
 - Agreed - to be co-ordinated through Corporate Communications department.

- Yes.
- Participating as subject matter experts and support staff when requested by Council via an endorsed Member's Resolution to attend a community meeting
 - Not sure what a Member's Resolution means.
 - Agree.
- Budgeting for engagement materials and activities, including consultants or other external agencies brought on to undertake engagement-related work for the City
 - 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.
 - As noted before, it should be identified when consultants are needed and when they aren't. This can have impact on project scope/budget
 - I assume that this would only include budgeting within the established policy and not anything additional put forward by external consultants and/or agencies.
 - Yes - ties into the RFP text and ensuring that the project budget can handle the tasks required of the Consultant Team.
 - Definitely.
- Participating in open, constructive and respectful dialogue
 - Agreed.
 - What happens when we are open, constructive and respectful but the public or members are not?
 - No comment.
 - A must.

Roles and responsibilities of the Senior Leadership Team

- Ensuring staff are aware of the Stakeholder and Community Engagement Policy and Procedures
 - 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.
 - Very important.
 - To what degree? Will training materials be provided to facilitate discussion?
 - 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?



PUBLIC SURVEY ON COMMUNITY ENGAGEMENT

Survey Results

From Monday, Sept. 21 to Friday, Oct. 2, the City of Vaughan ran an online public survey to collect feedback on how the City engages with citizens of all ages and abilities, including community groups and associations, cultural organizations and businesses. The purpose of the survey was to understand:

- the current state of community engagement with the City of Vaughan.
- general viewpoints about the function and benefits of community engagement to support municipal decision-making.
- how the public typically engages with the City of Vaughan.
- ways respondents might consider engaging with the City of Vaughan in the future.
- any additional comments or ideas for the City on engaging the public.

The survey took approximately nine minutes to complete and had 188 respondents.

Q: Community engagement can be described as the process by which citizens and stakeholders learn together and work together on behalf of their communities and in collaboration with their local government to create and realize sustainable and future-defining visions for the community. In your opinion, and in one word, community engagement should be... (e.g. inclusive)?

This question was presented as open-ended and respondents were welcome to provide up to five words. More than 630 responses were collected and organized into nine key themes (in order of most responses):

- Accessible and Inclusive
- Open and Transparent
- Meaningful and Valuable
- Collaborative and Engaging
- Fair/Equitable
- Process
- Diverse and Representative
- Informative
- Results Oriented

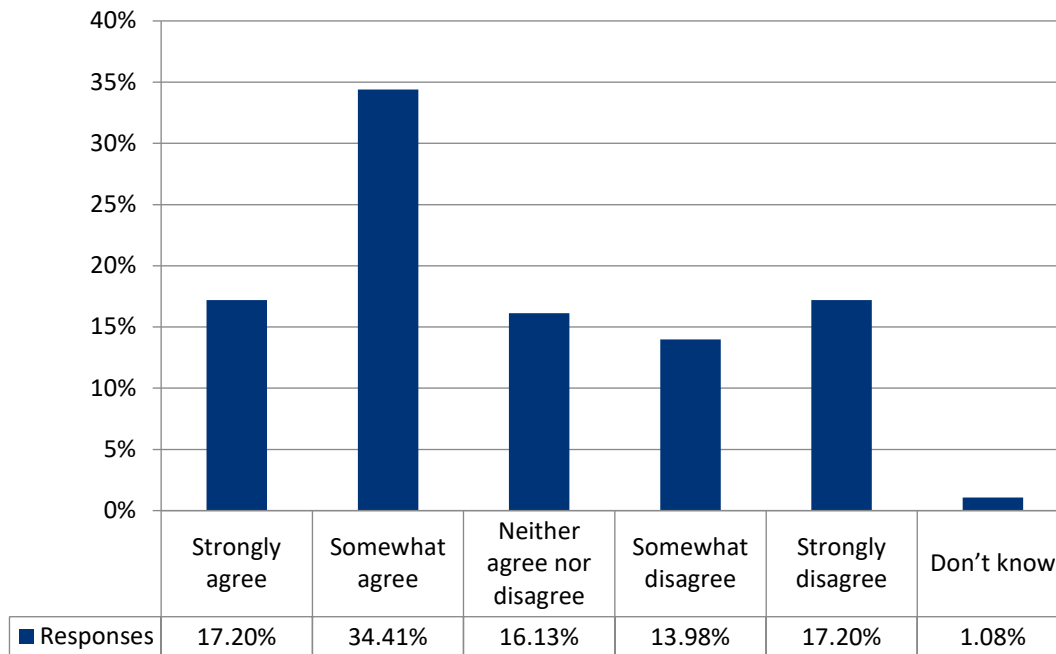
These key themes appropriately align with the City of Vaughan's intent to adopt the International Association of Public Participation's (IAP2) Code of Ethics. The Code of Ethics acts as a set of guiding principles that will govern the development and execution of engagement processes, help make better decisions that reflect the interests and concerns of potentially impacted parties and serve to ensure the integrity of the City's community engagement. The following chart details each element of the IAP2's Code of Ethics and demonstrates alignment with the results of the survey.

IAP2 CODE OF ETHICS	RESULTS OF THE SURVEY
<p>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.</p>	<p>Process: Many respondents highlighted the importance of process to ensure solid engagements that are ongoing, documented, focused, forward-thinking, well-timed, wisely managed and able to, in some cases, and where appropriate, achieve clear consensus. Respondents also indicated that good leadership and knowledgeable participants can make for a rewarding experience.</p>

<p>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.</p>	<p>Meaningful and Valuable: Engagement processes should be thoughtful, proactive and actionable, while providing an experience to participants that is genuine, deliberate and organic. Respondents also noted that engagement processes should be beneficial and remain topical to ensure a satisfying and fulfilling experience.</p> <p>Collaborative and Engaging: Engagement processes need to be interactive and constructive, while incorporating creative aspects to keep participants engaged. Respondents also noted the importance of building partnerships or having stakeholders work together as partners, and emphasized the need for two-way, deliberative methods.</p>
<p>Trust: The City will undertake and encourage actions that build trust and credibility for the engagement process among all the participants.</p>	<p>Open and Transparent: This speaks to hosting engagement processes that are honest and clear with defined intentions and expectations. Respondents also noted the importance of all parties being accountable to their words and actions and the significance of non-partisan/ unbiased processes.</p>
<p>Defining the Public's Role: The City will carefully consider and accurately portray the public's role in the decision-making process.</p>	<p>Diverse and Representative: A good portion of respondents felt diverse participation and representation of appropriate stakeholders was key for good engagement. They highlighted that engagements should be far-reaching and all-encompassing to involve the right people at the table.</p>
<p>Openness: The City will encourage the disclosure of all information relevant to the public's understanding and evaluation of a decision.</p>	<p>Informative: Respondents indicate a desire for engagement processes to be informative. The use of storytelling was also mentioned.</p>

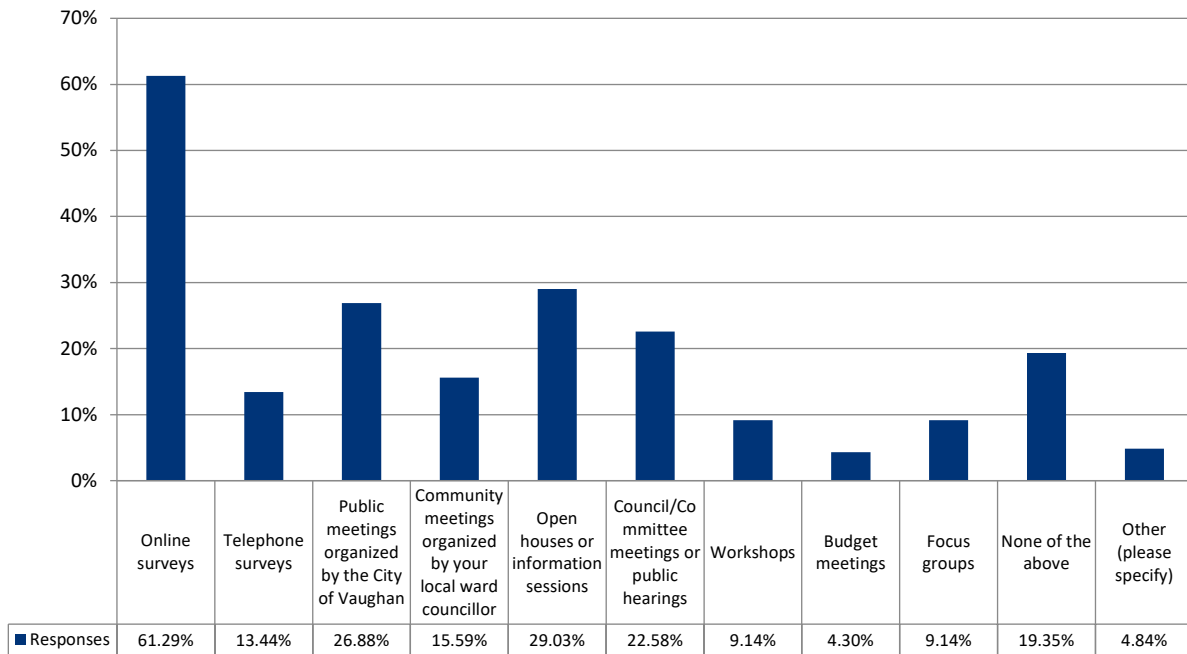
<p>Access to the Process: The City will ensure stakeholders have fair and equal access to the community engagement process and the opportunity to influence decisions.</p>	<p>Accessible and Inclusive: This includes ensuring opportunities to engage are far and wide, and considerate of participant's resources, needs and desires. Respondents also noted the importance of the process and materials being presented in a way that is easy to understand and broadly publicized to ensure the right people are notified about the opportunities to engage.</p>
<p>Respect for Communities: The City will avoid strategies that risk polarizing community interests or that appear to "divide and conquer."</p>	<p>Fair/Equitable: This speaks to the need to ensure all voices feel heard and listened to, as well as welcomed into the process in a receptive manner. Respondents also highlighted the importance of respect and supportiveness during an engagement process.</p>
<p>Advocacy: The City will advocate for the community engagement process and will not advocate for interest, party or project outcome.</p>	<p>N/A</p>
<p>Commitments: The City will ensure all commitments made to the public, including those by the decision-maker, are made in good faith.</p>	<p>Results Oriented: Some respondents stressed the need for engagement processes to be results oriented or performance measured. Capturing meaningful metrics is a standard way of demonstrating whether a given engagement process was a success or not.</p>
<p>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.</p>	<p>N/A</p>

**Q: Please indicate how much you agree or disagree with the following statement:
I believe I can influence municipal decisions in Vaughan by participating in
community engagement events (e.g. surveys, workshops, deputations to Council,
open houses, etc.).**



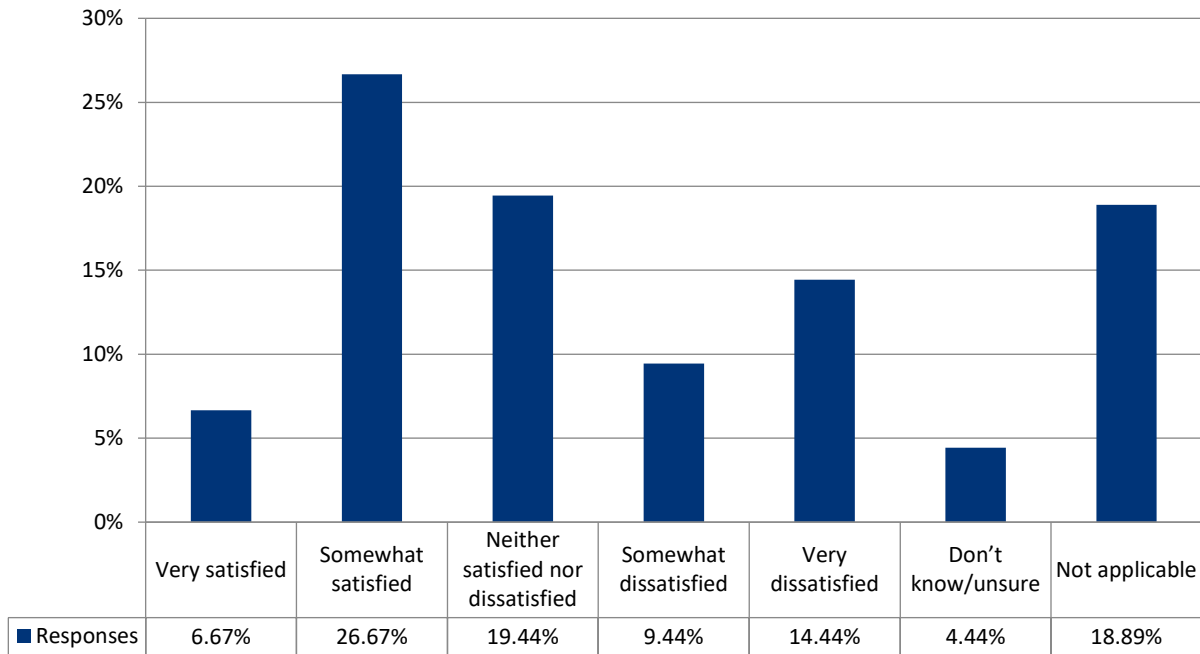
The same question was included as part of the 2018 Citizen Satisfaction online survey and the results were fairly similar. In 2018, half (51 per cent) of respondents said they strongly or somewhat believe they can influence municipal decisions affecting Vaughan by participating in public engagement events, while a similar proportion (49 per cent) disagreed with this view. In the 2020 public survey, 51 per cent also strongly or somewhat agree they can influence decisions, while 31 per cent disagreed. These results position the City of Vaughan to impact these results positively with a strong and consistent corporate approach to community engagement that is rooted in sound process and works to build trust and rapport with the public.

Q: In 2019, did you participate in any of the following community engagement events organized by the City of Vaughan? Please select all that apply.



The same question was included as part of the 2018 Citizen Satisfaction online survey and, in comparison to the 2020 online survey, those results indicated that participation is generally on the rise. In 2018, online survey respondents were most likely to have participated in online surveys (24 per cent versus 61 per cent in the 2020 online survey), public meetings (24 per cent versus 27 per cent), open houses or information sessions (22 per cent versus 29 per cent) and Council meetings or public hearings (17 per cent versus 22 per cent). Half (52 per cent) of respondents did not participate in any of these processes, in comparison to 20 per cent in the 2020 online survey. These results position the City of Vaughan to impact these results positively with a strong and consistent corporate approach to community engagement that will encourage greater and more widespread participation.

Q: Thinking about the most recent community engagement event you participated in, can you please indicate how satisfied or dissatisfied you were with it?



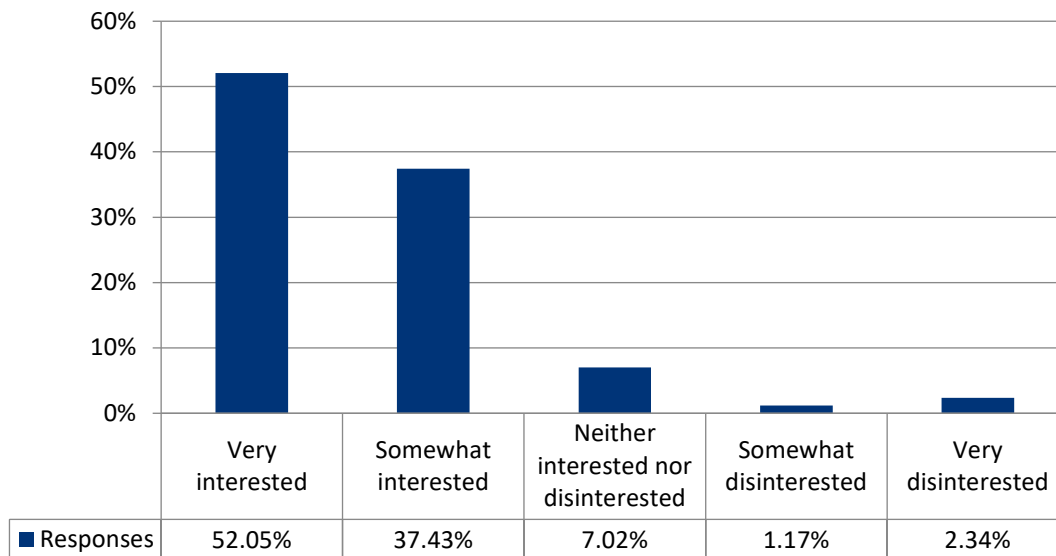
Only about 33 per cent of respondents indicated they were either satisfied or very satisfied, with about 20 per cent selected neither and only 24 per cent were dissatisfied. When asked to provide comment on why respondents were dissatisfied with a recent engagement event they participated in, four key themes emerged:

- **Results not shared:** Some comments indicate respondents had participated in surveys for which the results were never publicly shared.
- **More promotion needed:** Some comments point to a need for greater and more widespread promotion of the opportunities to engage.
- **Community engagement as a checklist item:** Several comments reveal disappointment in community engagement processes that make participants feel like it's merely "lip service" and that public opinions don't really matter. Many feel like community and public meetings are merely a space for the public to air their grievances and to be appeased, even though the City has already taken a position on the matter.
- **Frustration with development planning matters:** Some respondents are frustrated in the development planning process, including the lack of opportunity for communities/citizens to work constructively with the various parties involved.

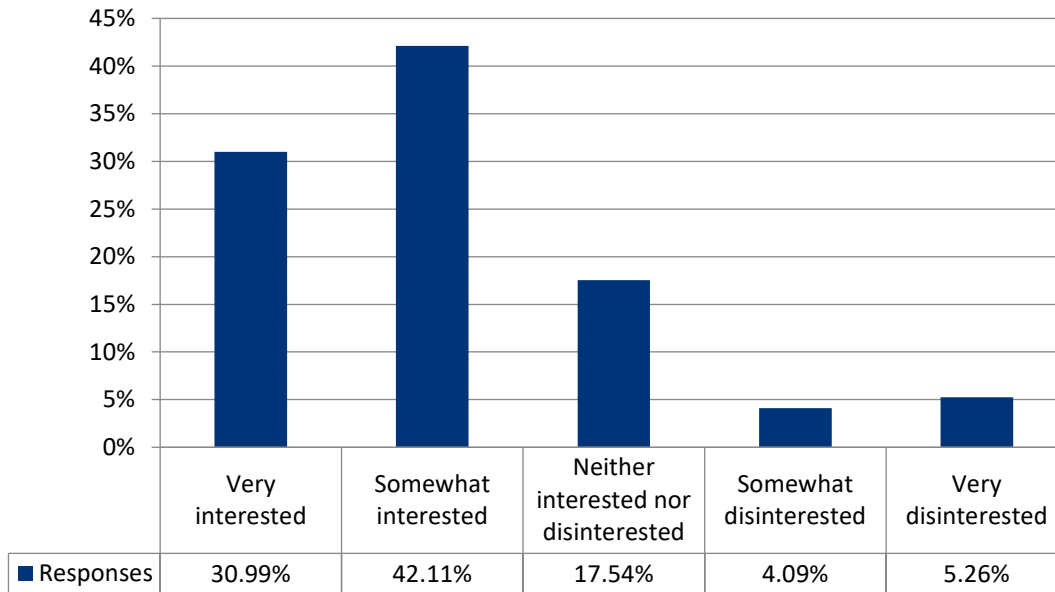
These comments provide valuable insight for the City of Vaughan in terms of being able to enhance these areas in need of improvement in a positive way through a strong and consistent corporate approach to community engagement that is not only rooted in sound process, but also speaks to the needs and desires of the public.

Q: COVID-19 restrictions aside, how interested would you be in participating in the following forms of online and in-person community engagement on a topic/conversation that would be of interest to you?

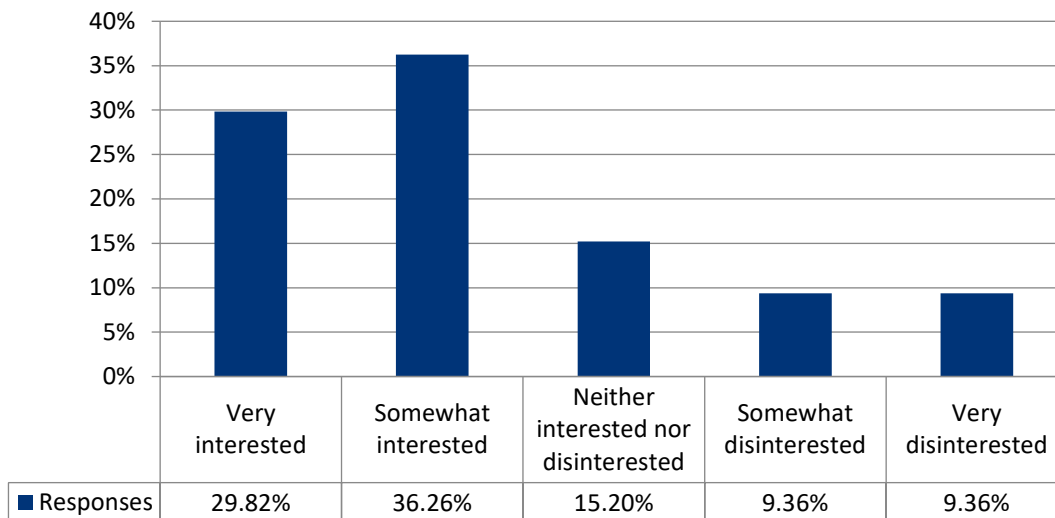
Completing an online survey or feedback form on the City's website.



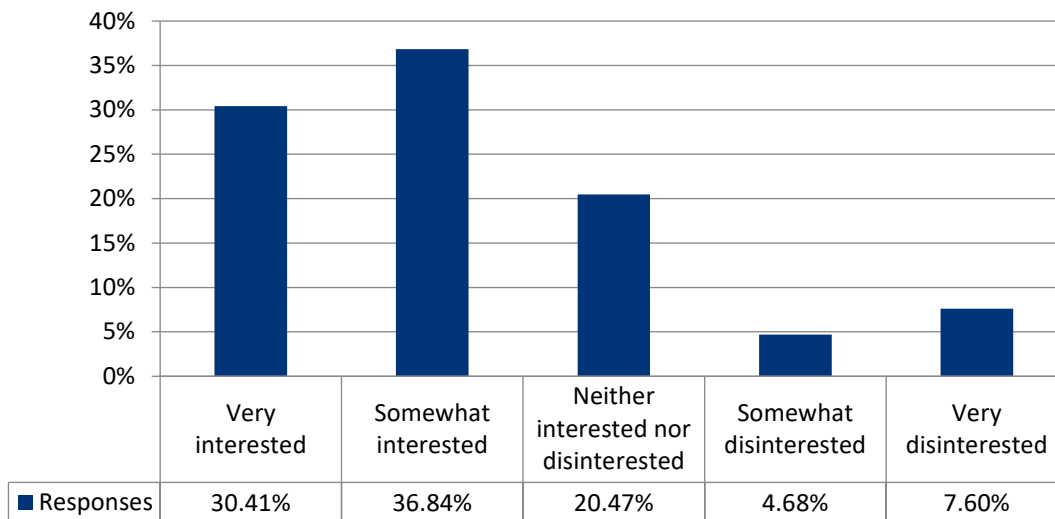
Attending a small community focus group.



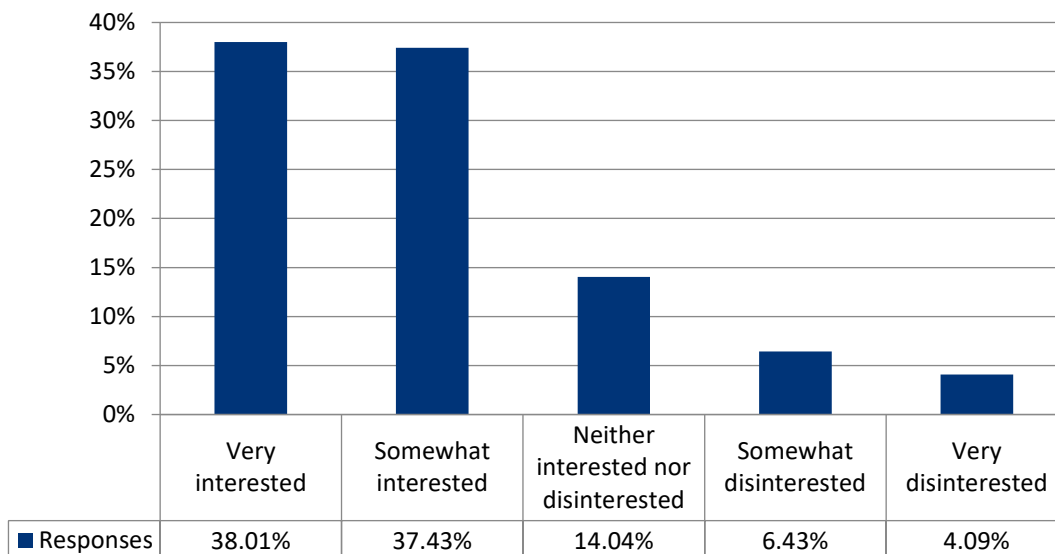
Attending an open house where participants can observe and comment on information posted on display boards and ask questions of and leave comments with City staff.



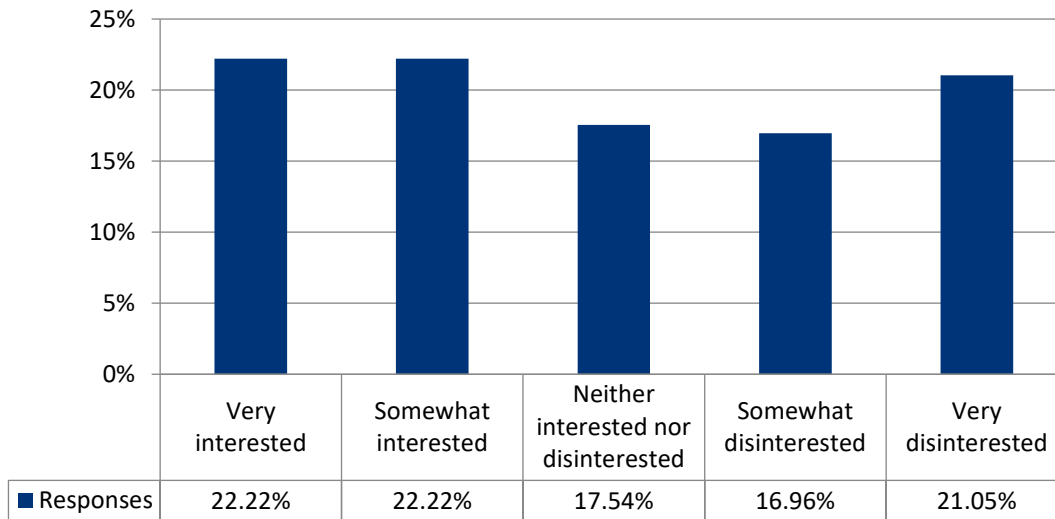
Participating in a collaborative workshop where participants take part in active and productive discussion sessions to achieve a desired outcome.



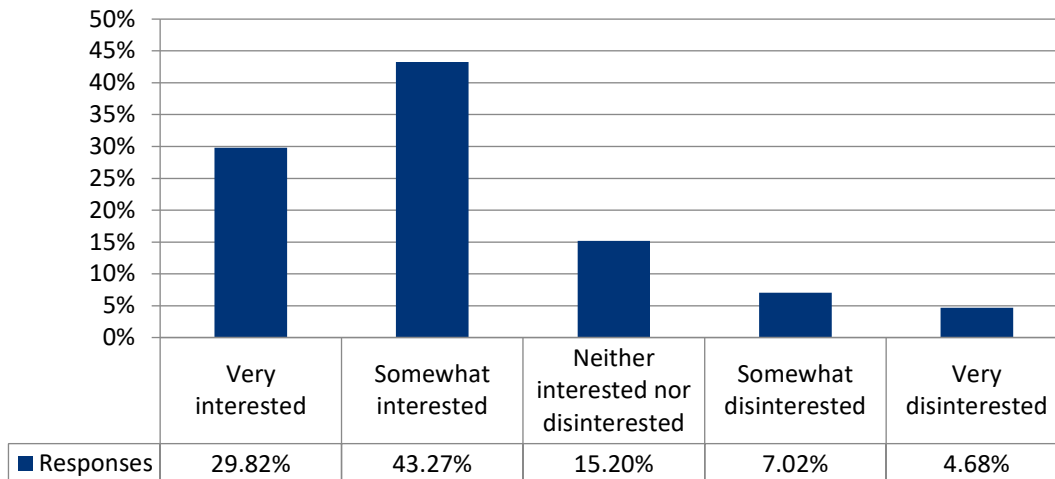
Participating in an online workshop where participants follow self-guided questions and activities at their leisure.



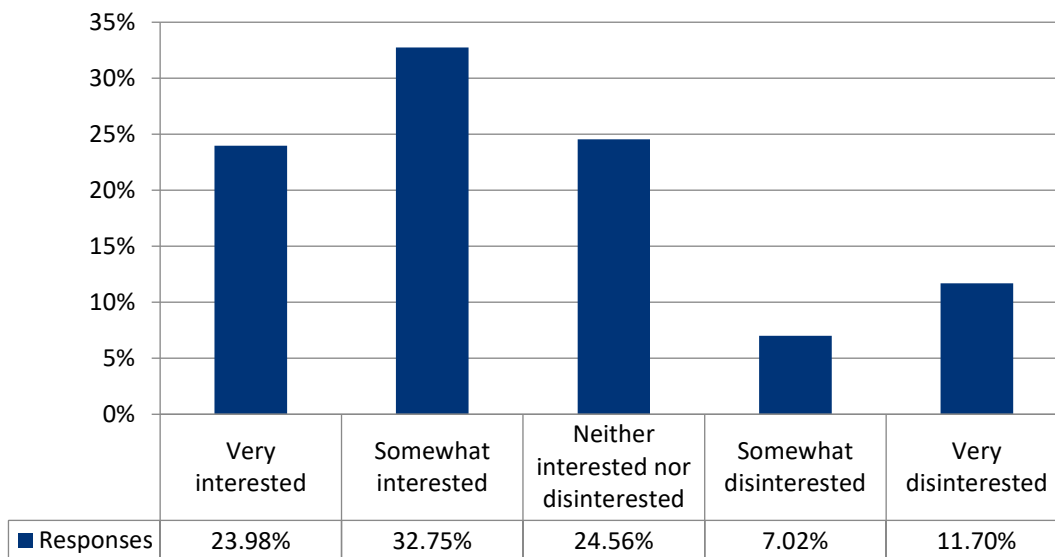
Interacting on the City's Facebook, Twitter, Instagram or LinkedIn pages (e.g. commenting on a post, filling out a poll, etc.).



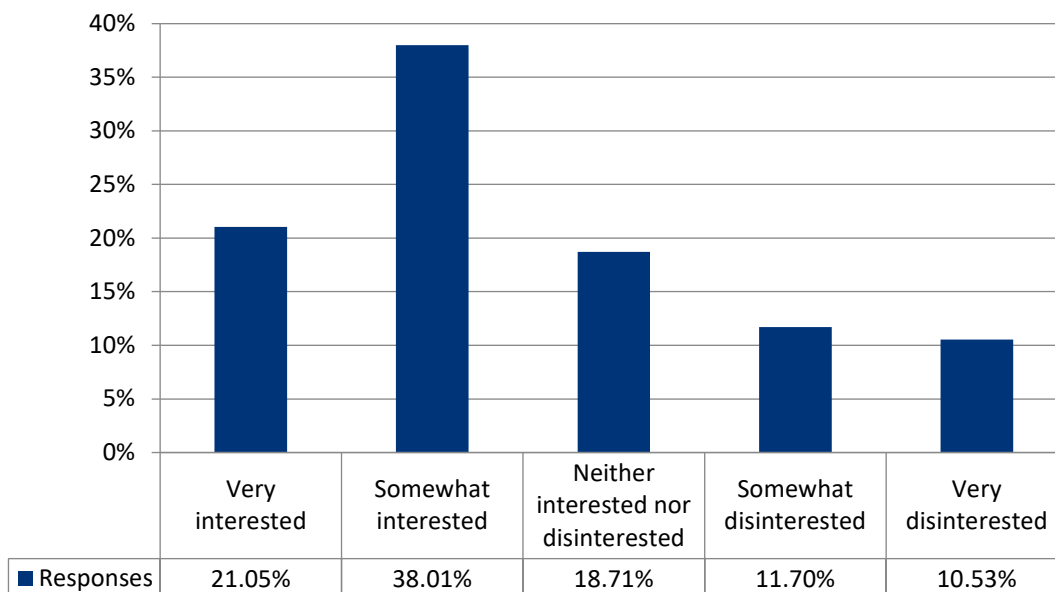
Participating in various interactive activities (mapping, idea sourcing, Q and As, surveys, etc.) on an online engagement platform that may require registration to participate.



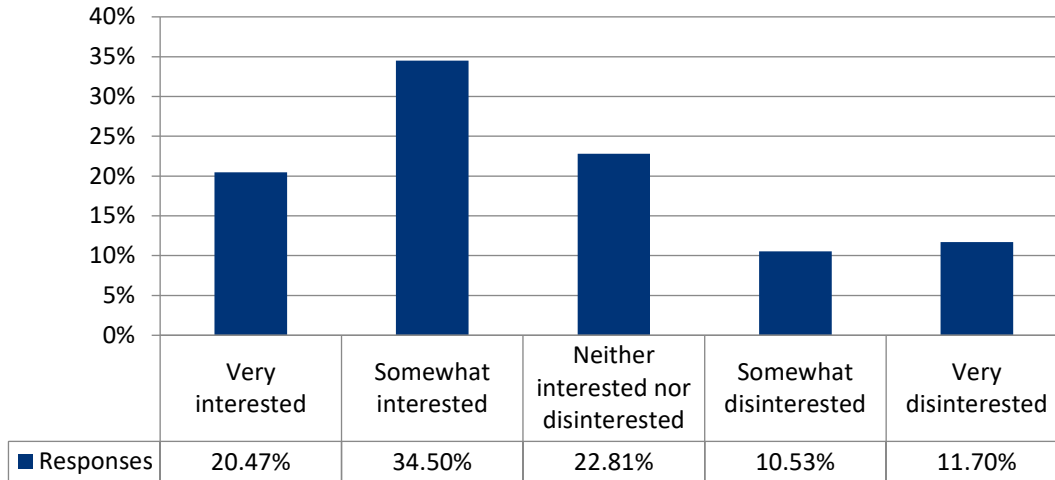
Completing a digital or hardcopy workbook that is mailed or emailed back to the City of Vaughan.



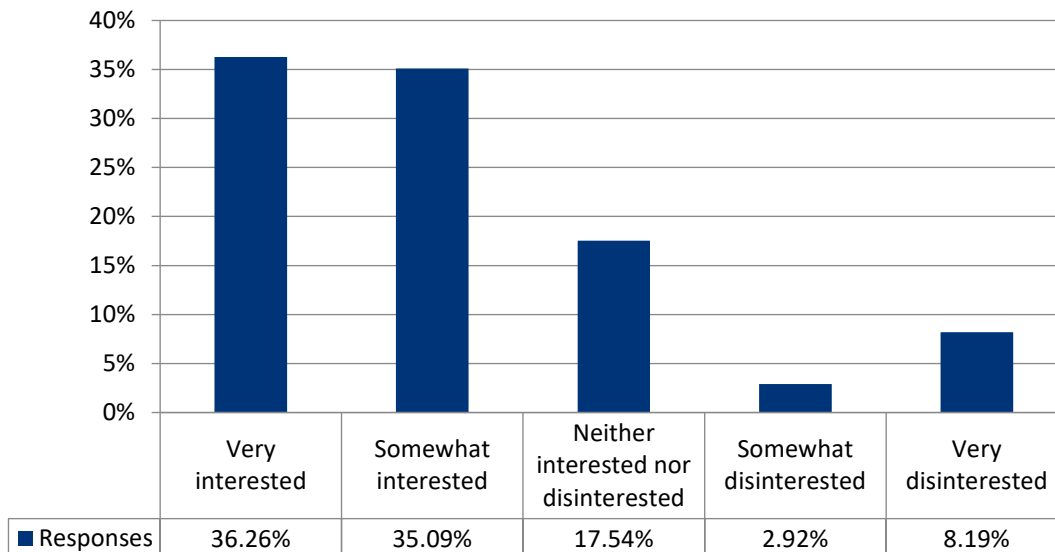
Participating in telephone, in-person or email interviews.



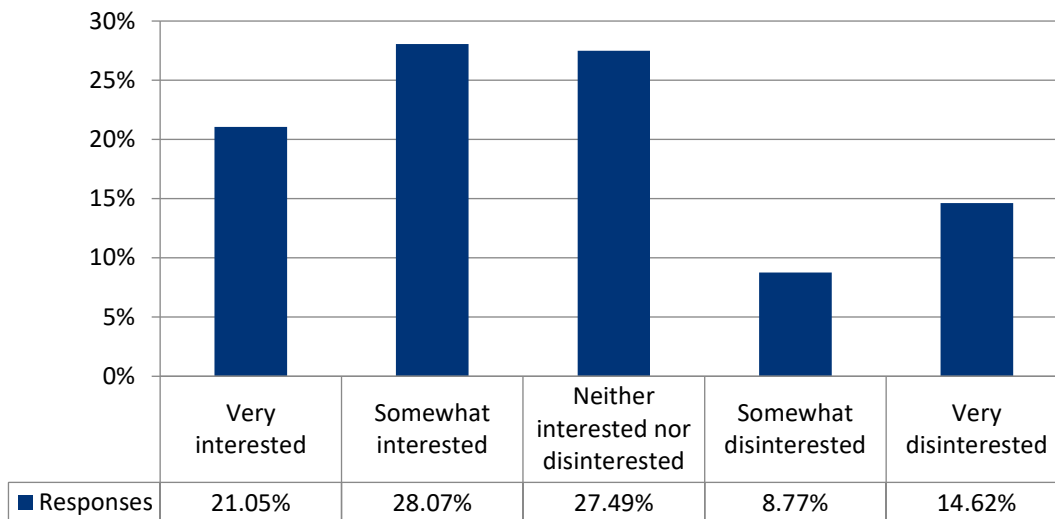
Listening in to a telephone townhall where participants can call in to listen to or participate in discussions with Members of Council, City staff and possibly guest speakers on certain topics.



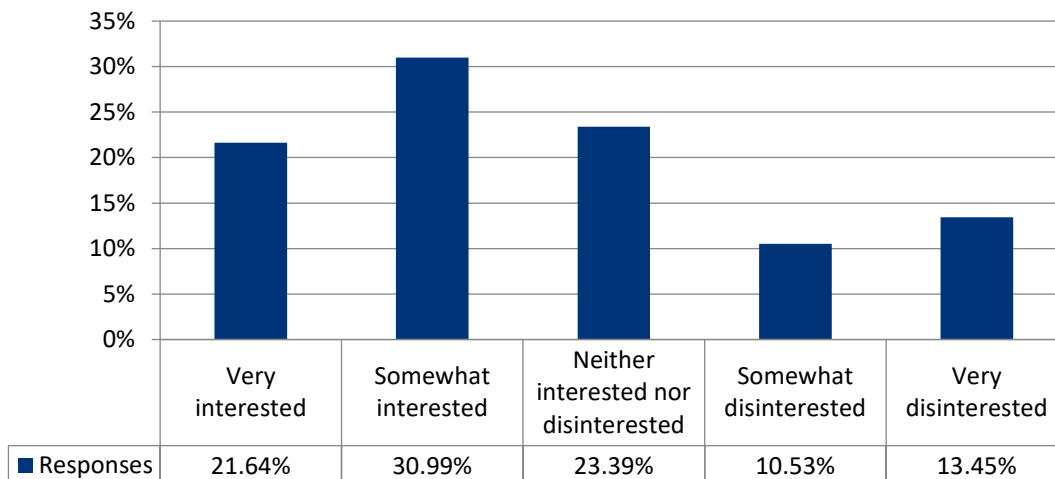
Attending a site visit to physically tour and understand a location of interest for a given project.



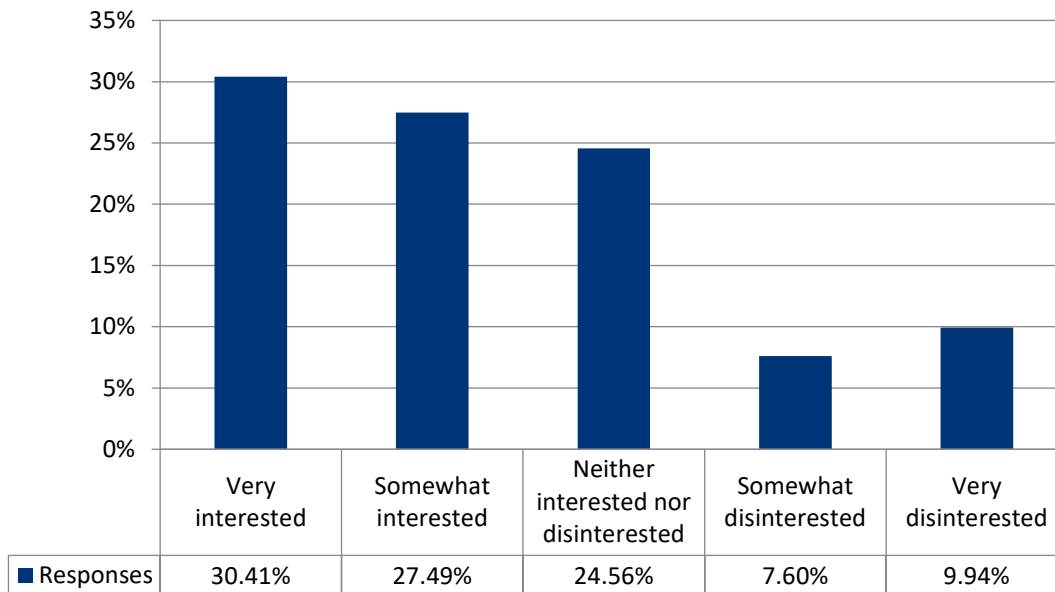
Participating in hackathons where participants come together to solve real challenges in a fair and friendly competition.



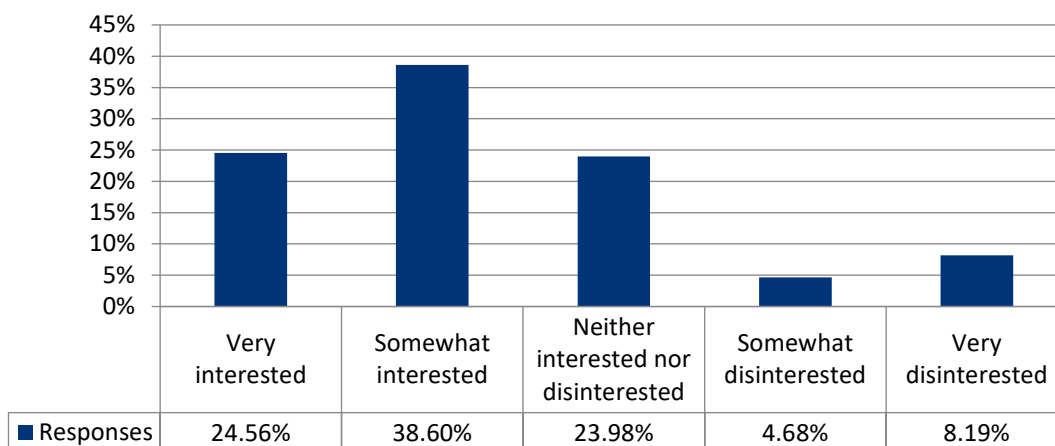
Participating in design charrettes where participants gather for a collaborative meeting to explore ideas and develop design sketches for projects or challenges (for which no experience would be necessary).



Sitting on a citizen task force.

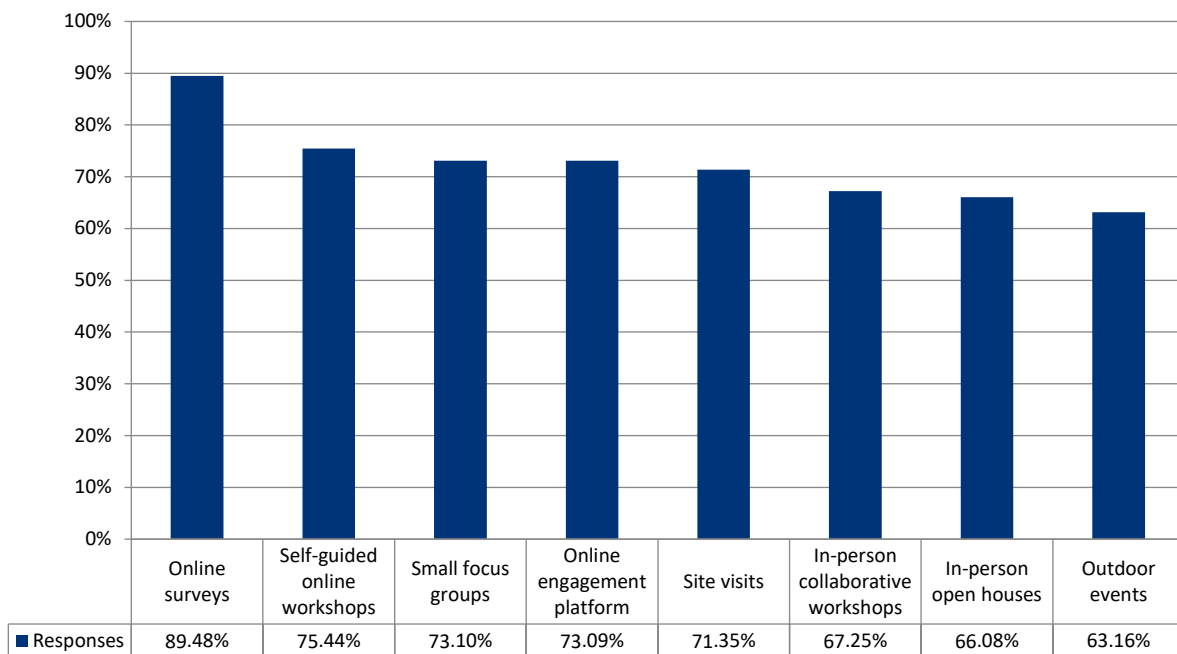


Attending an outdoor event where participants can connect with City staff and Council to provide feedback on municipal projects, initiatives and decisions, and attendees will receive a free lunch from participating food trucks in exchange for their feedback



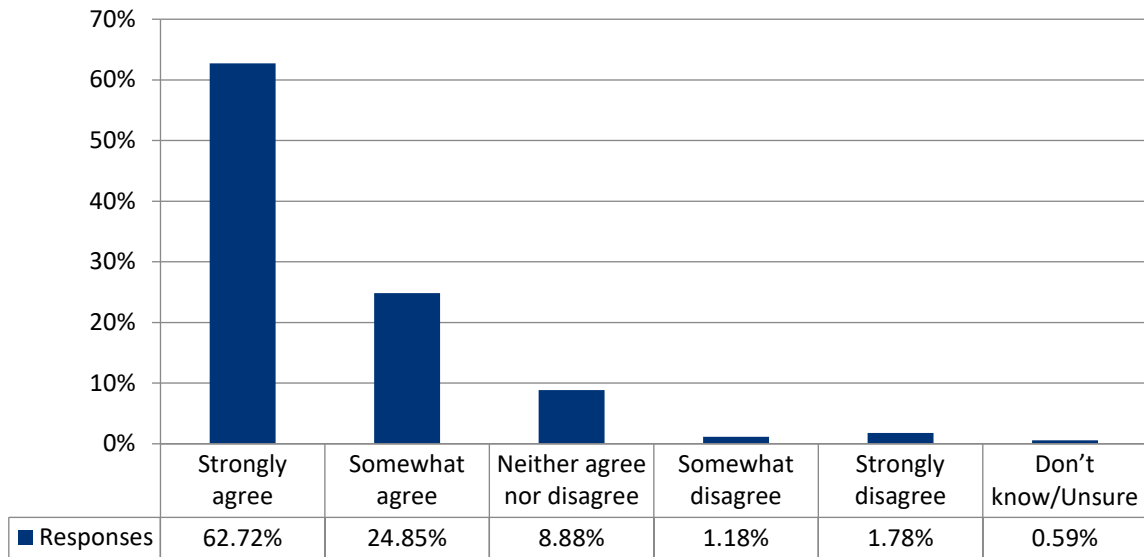
When looking at all 15 forms of online and in-person community engagement together, the majority of respondents are most interested in participating in online surveys (89 per cent), followed by self-guided online workshops (75 per cent), small focus groups (73 per cent), an online engagement platform (73 per cent), site visits (71 per cent), in-person collaborative workshops (67 per cent), in-person open houses (66 per cent) and outdoor events where participants can connect with City staff and Council to provide feedback in exchange for a free lunch (63 per cent). Responses that received less than 60 per cent included interviews (58 per cent), sitting on a task force (58 per cent), workbooks (57 per cent), telephone townhalls (55 per cent), charettes (53 per cent), hackathons (49 per cent) and social media (44 per cent).

This feedback provides the City with valuable insight into some of the preferred methods of engagement and how and where the City should direct its efforts.

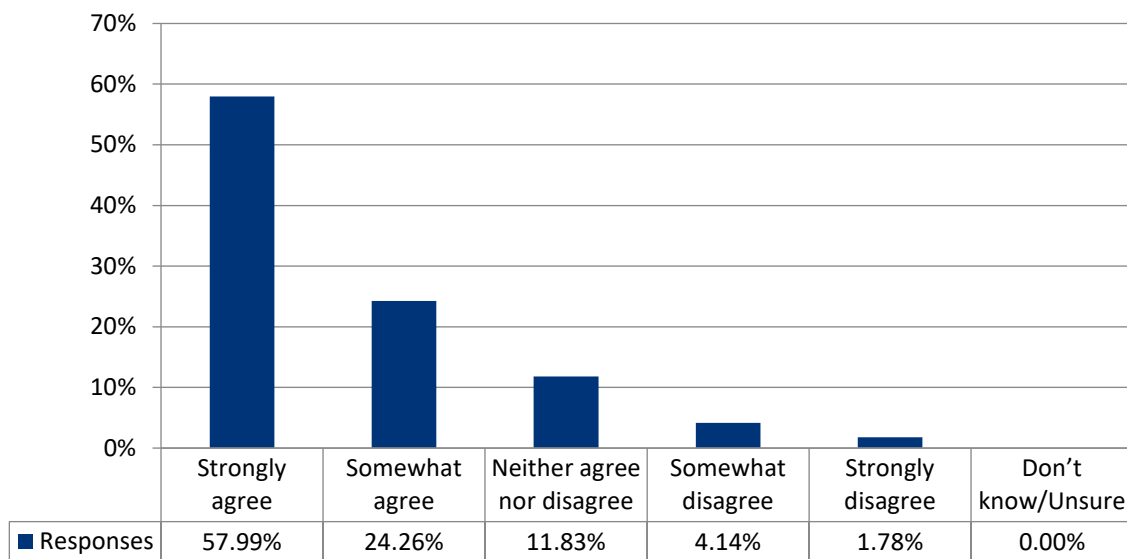


Q: Please indicate how much you agree or disagree with the following statements:

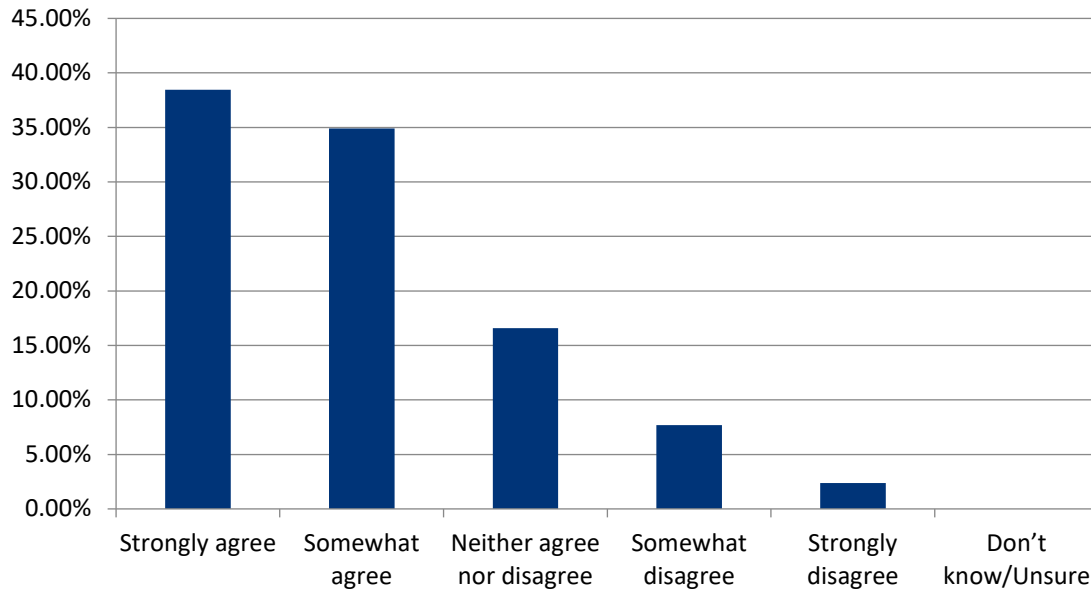
Good public engagement builds community ownership of decisions, proposed plans and recommendations to Council.



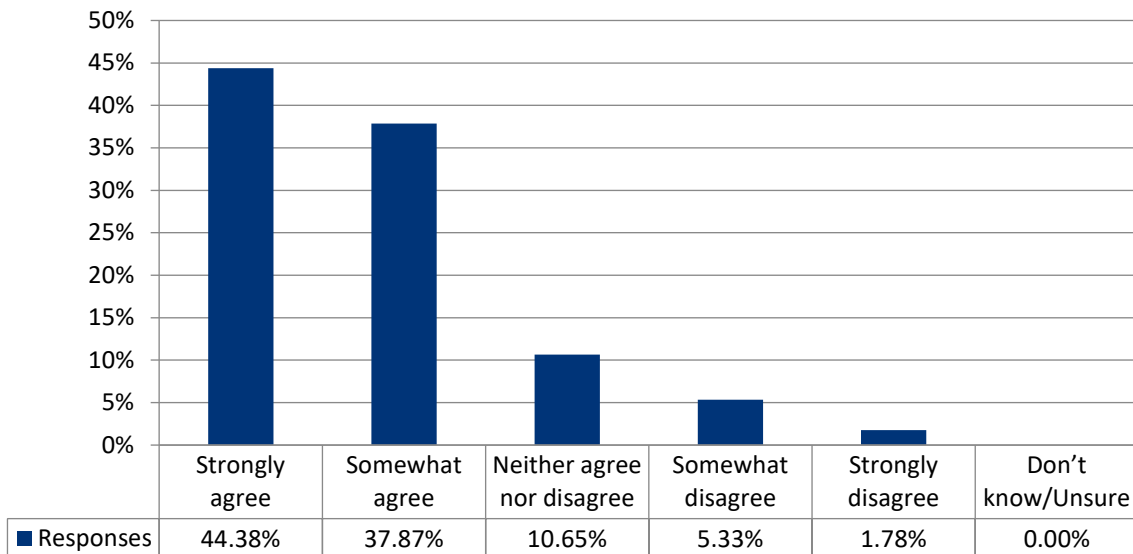
Good community engagement improves the public's confidence in the City.



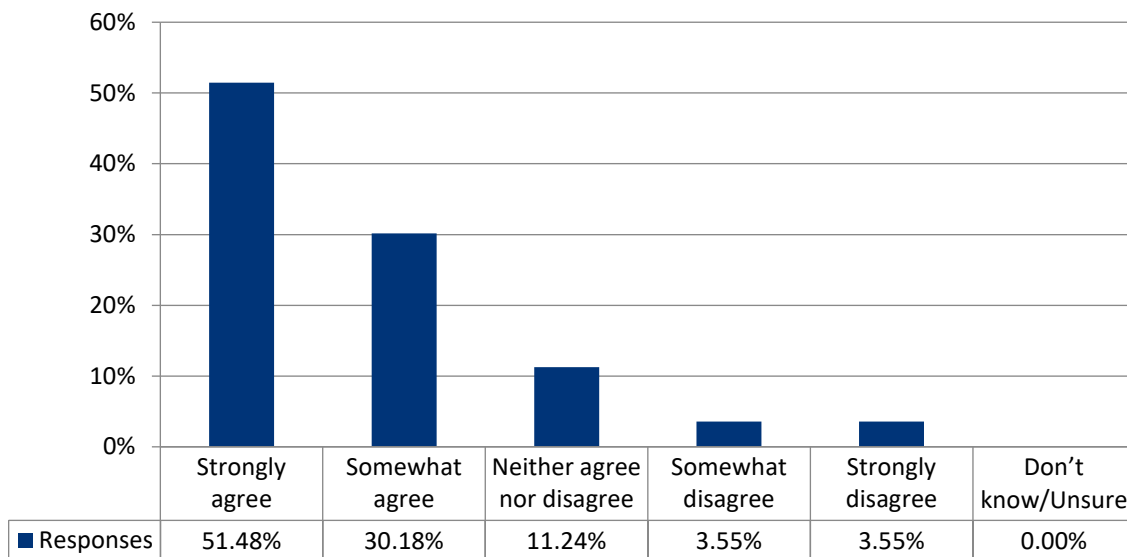
Good public engagement minimizes community discord.



Good public engagement maximizes community buy-in (i.e. alignment with an idea, policy, approach, etc.).

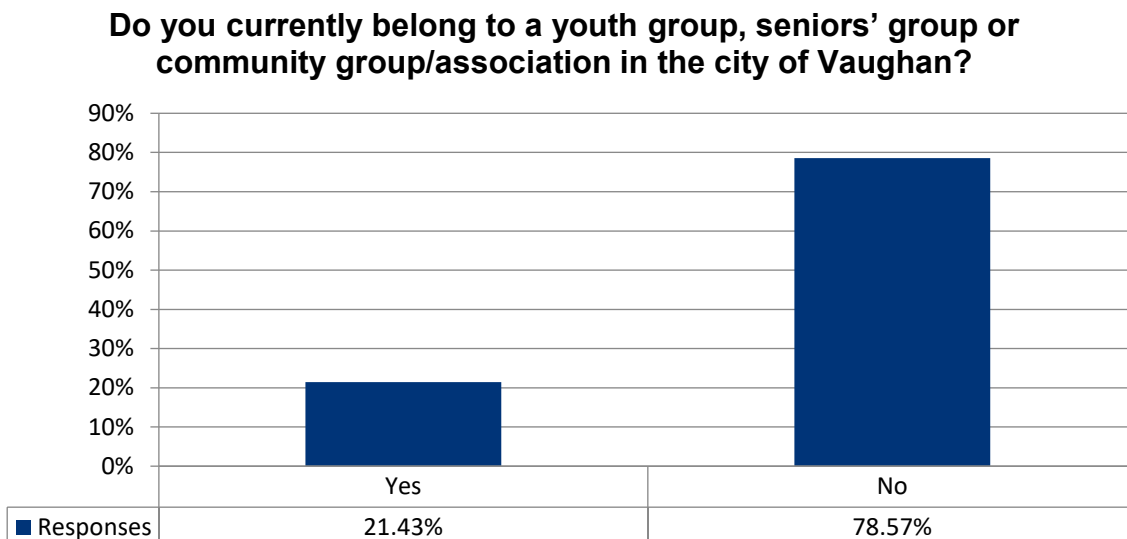


Good community engagement creates trust between the City and the public.



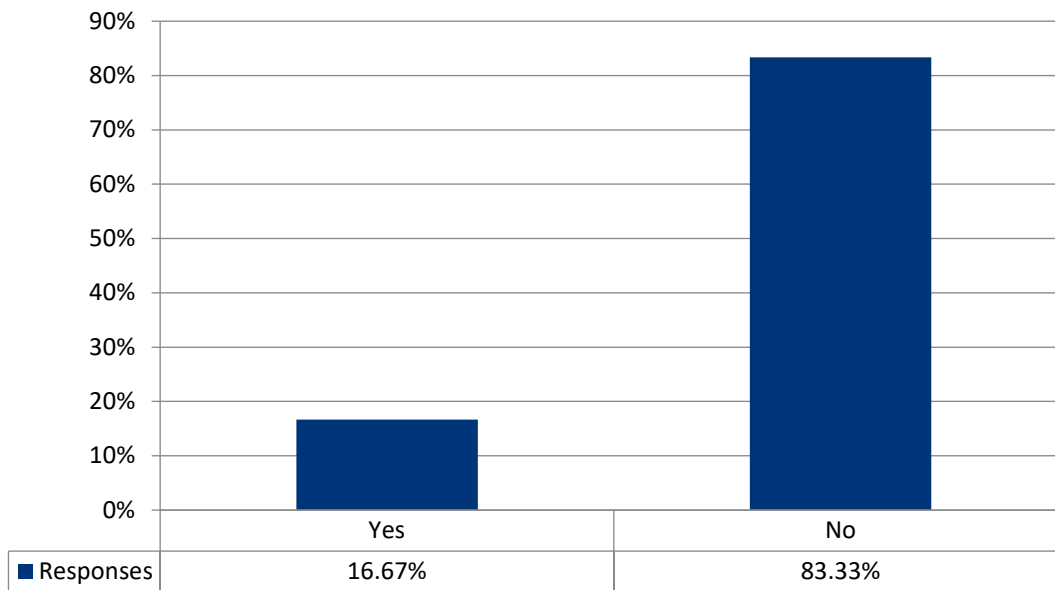
This feedback validates that the City and the Vaughan public are on the same page in terms of desired outcomes for good community engagement. The above-noted statements are all long-term public relationship-building goals the City will aim to achieve with a strong and consistent corporate approach to community engagement that is rooted in sound process and seeks to work collaboratively with the community.

Q: Do you currently belong to a youth group, seniors' group or community group/association in the city of Vaughan?

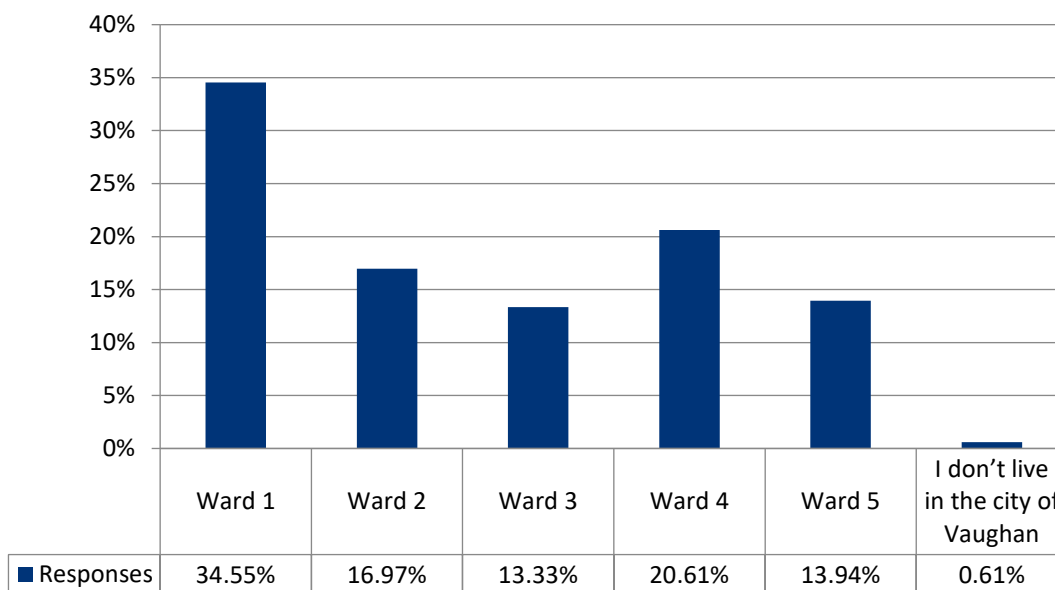


The survey respondents were made up of an array of citizens who are representatives and/or members of various community groups and associations, including registered ratepayers' associations, faith-based institutions, arts and cultural groups, sports and athletic communities, environmental/horticulture/agricultural organizations and community health and support groups.

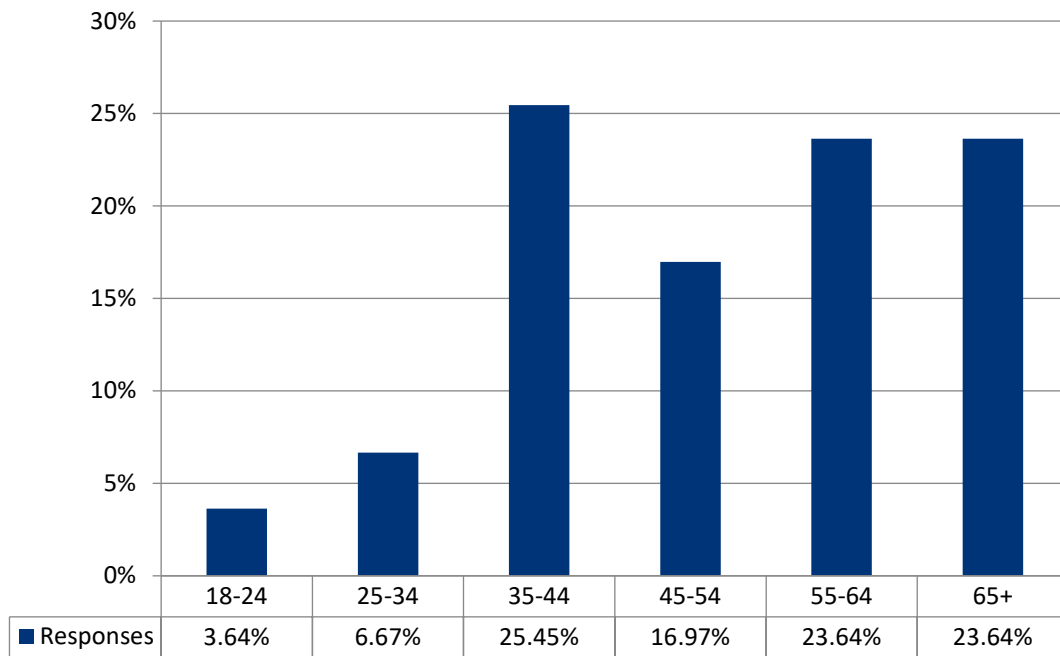
Q: Do you currently own or operate a business in the city of Vaughan?



Q: Which ward do you live in?



Q: What is your age?





CITY OF VAUGHAN

CORPORATE POLICY

POLICY TITLE: **STAKEHOLDER AND COMMUNITY ENGAGEMENT**

POLICY NO.: **17.C.05**

Section:	Public Information		
Effective Date:	Click or tap to enter a date.	Date of Last Review:	Click or tap to enter a date.
Approval Authority: Council		Policy Owner: City Manager	

POLICY 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 Policy outlines a formalized directional process of and commitment to involving citizens, businesses and stakeholders in conversations about municipal decisions that interest and/or impact them. The City recognizes that insight collected through the community engagement process provides Vaughan Council and City staff with meaningful information to support sustainable decision-making.

PURPOSE

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

- Ensure the City's community engagement efforts align with Council's priorities for maintaining good governance through accountable decision-making.
- Ensure the City's community engagement efforts align with Council's priorities for providing an exceptional citizen-centred experience.
- Encourage an active and engaged community.
- Establish a common definition of "engagement" and what it means to engage.
- Introduce a consistent, strategic and corporate-wide approach for planning and executing community engagement with internal and external audiences.
- Identify City projects and initiatives where application of the policy would be appropriate and necessary.
- Clarify the roles and responsibilities of City staff and the public within the engagement process.

POLICY TITLE: STAKEHOLDER AND COMMUNITY ENGAGEMENT

POLICY NO.: 17.C.05

- Encourage the use of more deliberative, collaborative and innovative approaches to and tools for engagement.
- Expand the City’s ability to facilitate and reach wider audiences through digital engagement, which is a lasting need in public consultation but also an immediate need during COVID-19.
- Contribute to increasing public trust and deepening the connection between the public and their local government.

SCOPE

This policy 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,
- 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: The Stakeholder and Community Engagement Policy 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 this policy affords 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 policy, 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.

POLICY TITLE: STAKEHOLDER AND COMMUNITY ENGAGEMENT

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- 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 may impact, 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 as well as internal stakeholders and other decision authorities who can impact the decision process.
- 8. Spectrum of Public Participation/Spectrum of Engagement:** A spectrum of participation designed by the International Association of Public Participation to assist with defining the public's role in any engagement process.
- 9. 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.

POLICY

1. Guiding Principles for Community Engagement

The following guiding principles were developed by the IAP2 to be used as a code of ethics to govern the development and execution of engagement processes. They align with and support the association's core values, which inherently define the expectations and aspirations for a community engagement process. These guiding principles help make better decisions that reflect the interests and concerns of potentially impacted parties and serve to ensure and enhance the integrity of the community engagement process.

1.1. 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.

- 1.1.1. 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.
- 1.1.2. Trust: The City will undertake and encourage actions that build trust and credibility for the engagement process among all the participants.
- 1.1.3. Defining the Public's Role: The City will carefully consider and accurately portray the public's role in the decision-making process.
- 1.1.4. Openness: The City will encourage the disclosure of all information relevant to the public's understanding and evaluation of a decision.
- 1.1.5. 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.
- 1.1.6. Respect for Communities: The City will avoid strategies that risk polarizing community interests or that appear to "divide and conquer."
- 1.1.7. Advocacy: The City will advocate for the community engagement process and will not advocate for interest, party or project outcome.
- 1.1.8. Commitments: The City will ensure all commitments made to the public, including those by the decision-maker, are made in good faith.
- 1.1.9. 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.

2. Roles and Responsibilities

2.1. Corporate and Strategic Communications engagement staff are responsible for:

- 2.1.1. Reinforcing the Stakeholder and Community Engagement Policy and Procedures and keeping it updated.
- 2.1.2. Professional IAP2 skills and knowledge development through interactive, practitioner-endorsed and IAP2-licensed training on the standards, best practices and methodology of the IAP2.
- 2.1.3. 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.
- 2.1.4. Supporting staff and providing subject matter expertise and advice when planning and executing engagement activities to ensure they align with the principles and guidelines as outlined in the policy and procedures.

POLICY TITLE: STAKEHOLDER AND COMMUNITY ENGAGEMENT

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2.1.5. Managing and providing oversight over 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.

2.1.6. Continuing to explore continuous improvement opportunities to ensure the policy and procedures evolve with the industry and the needs of the community.

2.1.7. Participating in open, constructive and respectful dialogue.

2.2. City staff are responsible for:

2.2.1. Understanding the principles of and approaches to engagement as outlined in the Stakeholder and Community Engagement Policy and Procedures, how it applies to the city-building process and when it is appropriate to use it.

2.2.2. Planning and executing engagement activities that align with the principles and guidelines as outlined in the policy and procedures.

2.2.3. 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.

2.2.4. 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.

2.2.5. 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.

2.2.6. Ensuring citizens, stakeholders and interested parties have the information they require to be informed participants in an engagement process.

2.2.7. 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.

2.2.8. Managing their project pages on the online engagement platform, 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.

2.2.9. 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.

POLICY TITLE: STAKEHOLDER AND COMMUNITY ENGAGEMENT

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- 2.2.10. Encouraging Members of Council to communicate about engagement opportunities, where feasible, to their constituents.
- 2.2.11. Participating as subject matter experts and support staff when requested by Council via an endorsed Member's Resolution to attend a community meeting.
- 2.2.12. 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.
- 2.2.13. Budgeting for engagement materials and activities, including consultants or other external agencies brought on to undertake engagement-related work for the City.
- 2.2.14. Participating in open, constructive and respectful dialogue.

2.3. Senior Leadership Team is responsible for:

- 2.3.1. Ensuring staff are aware of the Stakeholder and Community Engagement Policy and Procedures.
- 2.3.2. Supporting the proper and effective application of the policy and procedures with support from the Corporate and Strategic Communications department.
- 2.3.3. Dedicating appropriate resources for executing engagement activities through the use of the policy and procedures.
- 2.3.4. 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.
- 2.3.5. Participating in open, constructive and respectful dialogue.

2.4. Consultants, specialists, vendors and other external organizations undertaking the planning and execution of community engagement on behalf of the City are responsible for:

- 2.4.1. Acting as a neutral third-party.
- 2.4.2. Being informed about and understanding the City's Stakeholder and Community Engagement Policy and Procedure.
- 2.4.3. Professional IAP2 skills and knowledge development through interactive, practitioner-endorsed and IAP2-licensed training on the standards, best practices and methodology of the IAP2.
- 2.4.4. Achieving licensed training in facilitation methods.
- 2.4.5. Ensuring conversations and feedback are centred on the decision to be made or the questions up for discussion.
- 2.4.6. Participating in and facilitating open, constructive and respectful dialogue.

2.5. Participants/Stakeholders are responsible for:

- 2.5.1. Being informed about and understanding the City's Stakeholder and Community Engagement Policy and Procedures.
- 2.5.2. Ensuring conversations and feedback are centred on the decision to be made or the questions up for discussion.
- 2.5.3. Respecting the viewpoints of fellow citizens and stakeholders.
- 2.5.4. Participating on the online engagement platform in such a way that adheres to the Community Guidelines.
- 2.5.5. Participating in conversations within the identified timelines.
- 2.5.6. Participating in open, constructive and respectful dialogue.

3. IAP2 Spectrum of Public Participation

- 3.1. An international standard for engagement, the IAP2 Spectrum of Public Participation (Appendix A) is one of the pillars upon which the IAP2 global mission is built. The spectrum is used to facilitate a worldwide understanding and advancement of the practice of community engagement.
- 3.2. The City of Vaughan has adopted a modified version (Appendix B) of the spectrum (a made-for-Vaughan approach) and commits to adhering to this standard when planning for and undertaking engagement activities.
- 3.3. The spectrum is founded upon three varying levels of engagement — sharing information, collecting and compiling information and bringing people together — which effectively define the role of the City, the public, as well as the scope of participation that will drive the engagement process. At every level of the spectrum, the City will inform/communicate to ensure the public has the necessary context and background information to be informed participants in the process.

4. Online Engagement Platform

- 4.1. The City will seek a specialist provider of online stakeholder engagement services that provides software and service solutions to government, public sector and private enterprise clients.
- 4.2. Use of an online stakeholder engagement platform will aim to improve the quality of public debate and level of community involvement in public life, and ensure citizens and stakeholders have accessible and inclusive opportunities to learn about and contribute to the decisions that affect their daily lives.
- 4.3. An online engagement platform will elevate Vaughan's engagement infrastructure in a major way, expanding the City's ability to conduct digital

POLICY TITLE: STAKEHOLDER AND COMMUNITY ENGAGEMENT

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engagement, which is a lasting need in public consultation but also an immediate need during COVID-19.

4.4. Use of online engagement platforms is an established and continually growing trend among North American governments with many Ontario and GTHA municipalities and nearly half of York Region opting to use this type of tool. The IAP2 also uses an online engagement platform to facilitate deliberations and community engagement. Joining these municipalities by procuring an online engagement platform means the City of Vaughan will be able to offer and contribute to a continuity of citizen experience in public engagement across all municipalities using a similar, if not the same, tool.

ADMINISTRATION

Administered by the Office of the City Clerk.

Review Schedule:	SELECT If other, specify here	Next Review Date:	Click or tap to enter a date.
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Related Policy(ies):	
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Related By-Law(s):	
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Procedural Document:	
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Revision History

Date:	Description:
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APPENDIX

APPENDIX TITLE: IAP2 SPECTRUM OF PUBLIC PARTICIPATION

APPENDIX NO.: A

APPENDIX																							
<div> <div>IAP2 Spectrum of Public Participation</div> <div>  </div> <p>IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.</p> <div> <div>INCREASING IMPACT ON THE DECISION</div>  </div> <table> <tr> <th></th><th>INFORM</th><th>CONSULT</th><th>INVOLVE</th><th>COLLABORATE</th><th>EMPOWER</th></tr> <tr> <th>PUBLIC PARTICIPATION GOAL</th><td>To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.</td><td>To obtain public feedback on analysis, alternatives and/or decisions.</td><td>To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.</td><td>To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.</td><td>To place final decision making in the hands of the public.</td></tr> <tr> <th>PROMISE TO THE PUBLIC</th><td>We will keep you informed.</td><td>We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.</td><td>We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.</td><td>We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.</td><td>We will implement what you decide.</td></tr> </table> <div>© IAP2 International Federation 2018. All rights reserved. 20181112_v1</div> </div>							INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER	PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.	PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
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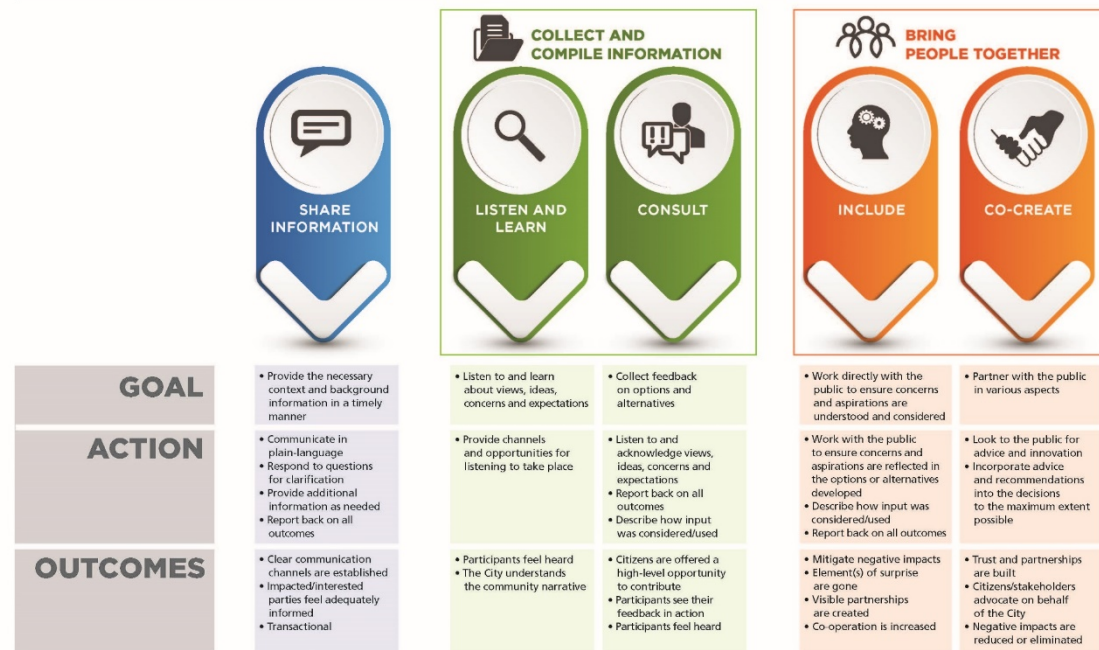
APPENDIX

APPENDIX TITLE: COMMUNITY ENGAGEMENT SPECTRUM

APPENDIX NO.: B

APPENDIX

Community Engagement Spectrum



Adapted from the International Association of Public Participation's Public Participation Spectrum



CITY OF VAUGHAN

CORPORATE PROCEDURE

PROCEDURE TITLE: STAKEHOLDER AND COMMUNITY ENGAGEMENT

PROCEDURE NO.: PRC.19

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

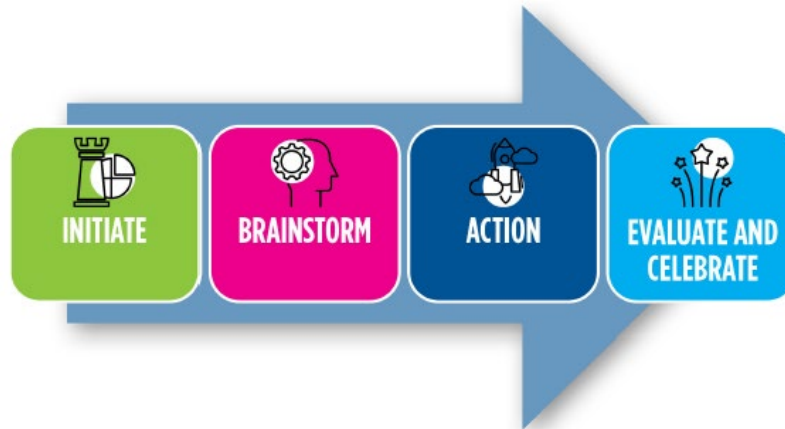
2. Process for Planning and Executing Community Engagement

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
Initiate				
Consult the "Is Engagement Needed?" process map; contact your	R/A	C	N/A	N/A

PROCEDURE TITLE: STAKEHOLDER AND COMMUNITY ENGAGEMENT

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Corporate and Strategic Communications partner.				
Conduct an initial assessment.	R/A	C/I	N/A	N/A
Brainstorm				
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
Action				
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
Evaluate and Celebrate				
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.

Review Schedule:	SELECT If other, specify here	Next Review Date:	Click or tap to enter a date.
Related Procedure(s):			
Related By-Law(s):			
Supporting Documentation:			
Revision History			
Date:	Description:		
Click or tap to enter a date.			

PROCEDURE TITLE: STAKEHOLDER AND COMMUNITY ENGAGEMENT

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Click or tap to enter a date.	
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A background photograph of a community event, possibly a farmers' market or festival, with people of various ages and ethnicities. In the foreground, a man in a blue shirt is talking to a woman in a patterned headscarf. Children are visible, some holding popcorn. In the background, there are houses and trees under a clear sky.

Engagement Strategy

CITY OF VAUGHAN

CORPORATE AND STRATEGIC COMMUNICATIONS

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MESSAGE FROM THE MAYOR



The City of Vaughan is dedicated to fostering a community that is safe, welcoming and inclusive. We are working toward a collective vision that ensures citizens, stakeholders and community organizations feel valued, heard and appreciated.

The City of Vaughan’s Stakeholder and Community Engagement Strategy will align our efforts with the needs and views of everyone who lives and works here. We understand that now more than ever, community engagement is a vital and integral part of the city-building process.

I am calling on you to be the change you want to see in your community. The City of Vaughan encourages citizens to get involved and help shape the future of our city. By participating in our many engagement opportunities, you will learn about the city-building and decision-making processes of municipal government while providing feedback on key priorities in the City’s 2018-2022 Term of Council Service Excellence Strategic Plan. Your insight and ideas will support our efforts to build a world-class city that reflects the individuals and businesses we proudly serve.

City-building is a team effort, and together, we have made tremendous strides. In Vaughan, we take great pride in providing an exceptional quality of life and standard of living that is second to none. Ours is a city where everyone is encouraged to reach their full potential, actively participate in civic life and have equal access to opportunities.

Vaughan is blessed with thoughtful and engaged community leaders who continue to advance our city to new and unprecedented heights. Together, we will lay the foundation to build a strong future today and for generations to come.

Sincerely,

Hon. Maurizio Bevilacqua, P.C.
Mayor

ABOUT THIS STRATEGY

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 City understands that insight collected through the community engagement process provides Vaughan Council and City staff with meaningful information to support sustainable decision-making. Until now, a strategic, overarching direction for community engagement had never been implemented. Senior leaders and staff have stressed the need to establish a more rigorous and transparent methodology to planning and designing engagements. They also recognize that weaving sound engagement methods into the



City's standard business practice and embedding it in the corporate DNA is a priority that contributes to building an exceptional city.

The Stakeholder and Community Engagement Strategy is not just a commitment to involving citizens, businesses and stakeholders in conversations about municipal decisions that interest and/or impact them. It is a deliberate approach to making it happen. This strategy is intended to be a guide for City of Vaughan employees responsible for the planning and execution of community engagement plans or activities.

The foundational aspects of this strategy are influenced by internationally recognized best practices for engagement as endorsed by the International Association of Public Participation (IAP2). Staff from the City's Corporate and Strategic Communications department have participated in professional skills and knowledge development through interactive, practitioner-endorsed and IAP2-licensed training that is considered the international gold standard for planning effective community engagement. They have successfully received internationally recognized certificates of completion.

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, City of Vaughan staff and Vaughan citizens through the 2018 Citizen Satisfaction Survey, had valuable insights to share in terms of needs and opportunities that have also been considered as part of this strategy:

- 62 per cent of citizens believe they can influence municipal decisions by participating in community engagement events
- 37 per cent of citizens prefer to attend town hall or public meetings (up from 32 per cent)
- 78 per cent of citizens are either very or somewhat likely to use online voting
- 86 per cent of citizens say they have a strong sense of belonging to Vaughan
- A consistent, corporate-wide approach is needed to aid staff in deciding how to engage appropriately and strategically
- A common understanding of engagement across all levels of staff and Council must be developed
- New channels for engagement and innovative platforms for telling our narrative should be explored
- Increase internal capacity for engagement
- Reduce ad hoc, spontaneous or "knee-jerk" engagements to improve their quality
- Make an effort to ensure the inclusion of representative samples of community views where appropriate
- Inspire greater public trust, confidence and shared ownership in city-building initiatives

A VISION FOR THE STRATEGY

To lay the foundation for effective citizen and stakeholder engagement in order to facilitate a climate of trust and culture of listening and action, including:

- Developing a multi-faceted and overbuilt approach to planning and executing community engagement
- Seeking out opportunities to engage:
 - with Vaughan's diverse community
 - with a variety of stakeholders
 - beyond the usual suspects
 - internally with employees

- Promoting citizen and stakeholder participation through various channels, as well as through new digital options
- Leveraging tools and technology to engage with citizens at convenient times and places to increase participation
- Continuing to promote a go-to-where-the-public-is approach
- Providing strategic advice and support to staff in their engagement initiatives



GUIDING PRINCIPLES FOR ENGAGEMENT

The following guiding principles were developed by the IAP2 to be used as a code of ethics to govern the development and execution of engagement processes. They align with and support the association's core values, which inherently define the expectations and aspirations for a community engagement process. These guiding principles help the City of Vaughan make better decisions that reflect the interests and concerns of potentially impacted parties and serve to ensure and enhance the integrity of the community engagement process.

1. **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.

2. **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.
3. **Trust.** The City will undertake and encourage actions that build trust and credibility for the engagement process among all the participants.
4. **Defining the Public's Role.** The City will carefully consider and accurately portray the public's role in the decision-making process.
5. **Openness.** The City will encourage the disclosure of all information relevant to the public's understanding and evaluation of a decision.
6. **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.
7. **Respect for Communities.** The City will avoid strategies that risk polarizing community interests or that appear to "divide and conquer."
8. **Advocacy.** The City will advocate for the community engagement process and will not advocate for interest, party or project outcome.
9. **Commitments.** The City will ensure all commitments made to the public, including those by the decision-maker, are made in good faith.
10. **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.

OBJECTIVES AND KEY ACTIVITIES

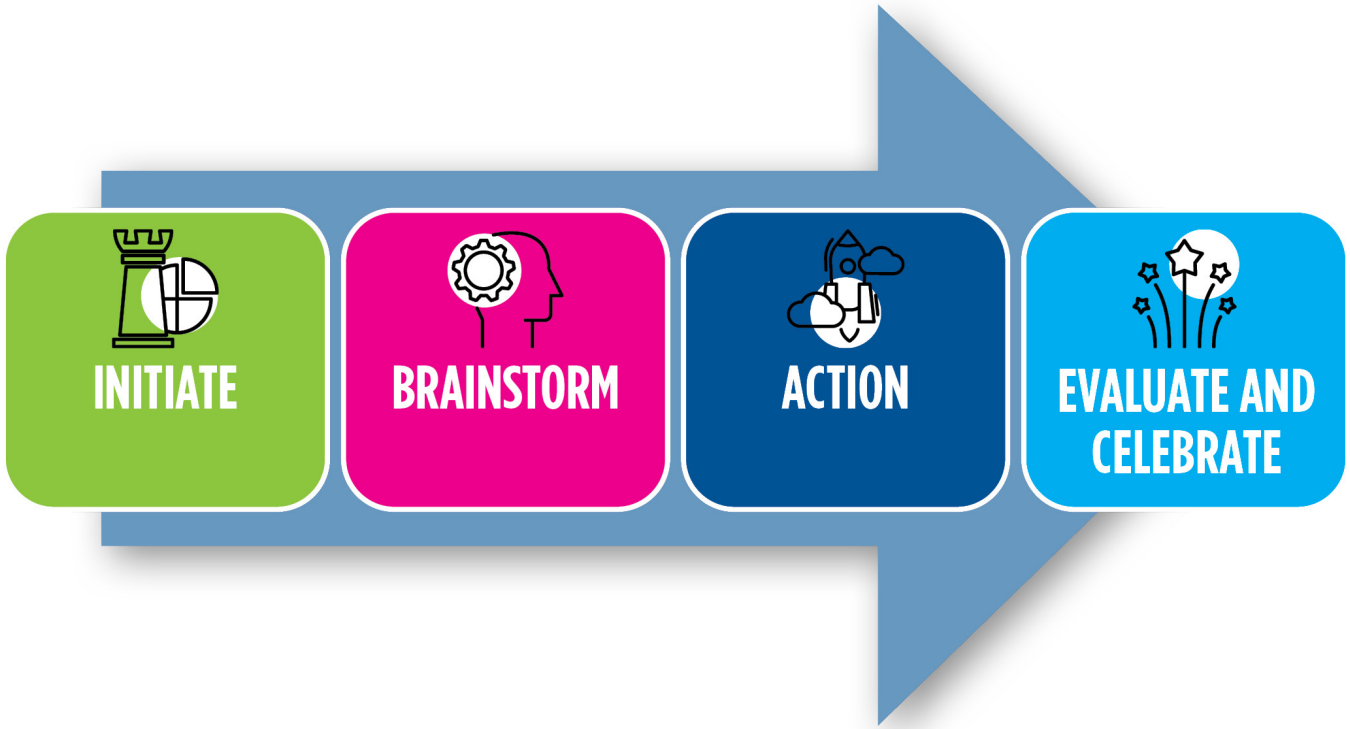
This strategy will be realized through the following objectives and key activities:

OBJECTIVE 1: Introduce an organizational framework that defines a strategic corporate-wide approach to planning and executing engagement. <ul style="list-style-type: none">■ Activity 1: Establish a corporate strategy for engagement.■ Activity 2: Establish a Council-approved corporate policy for engagement.■ Activity 3: Develop a step-by-step engagement guidebook complete with templates, worksheets and resources for staff.■ Activity 4: Establish a common definition of “engagement” by creating a made-for-Vaughan engagement spectrum.■ Activity 5: Evaluate the success of project-specific engagements.	OBJECTIVE 2: Ensure stakeholder and community engagement activities and events are as accessible as possible. <ul style="list-style-type: none">■ Activity 6: Provide multiple engagement channels.■ Activity 7: Expand the Have Your Say page on vaughan.ca.■ Activity 8: Explore new digital tools.■ Activity 9: Conduct a citizen satisfaction survey every two years.	OBJECTIVE 4: Build staff capacity for planning and executing engagement. <ul style="list-style-type: none">■ Activity 11: Develop and deliver a training program for staff on planning and executing engagement.■ Activity 12: Provide ongoing support and subject matter expertise.■ Activity 13: Develop and maintain a list of pre-qualified vendors that can provide independent facilitation and engagement management services.
	OBJECTIVE 3: Ensure stakeholder and community engagement activities and events are as inclusive as possible. <ul style="list-style-type: none">■ Activity 10: Develop a process for identifying citizens and stakeholders impacted by and/or interested in a given project/decision.	OBJECTIVE 5: Enhance public relationships. <ul style="list-style-type: none">■ Activity 14: Increase public trust in local government.■ Activity 15: Encourage an active and engaged community.



PLANNING FOR MEANINGFUL AND EFFECTIVE ENGAGEMENT

Planning for meaningful and effective engagement at the City of Vaughan involves four main steps:



During the **Initiate** and **Brainstorm** phases, an understanding of the what (what is the decision to be made and where might the public be able to contribute), who (who is impacted by and/or interested in this decision), when (when is it appropriate to connect with the public on this) and how (what are the most effective techniques to collect feedback or bring people together) is gained. These planning stages are imperative to ensuring a successful **Action** phase.

The **Action** phase opens the door to dialogue. It’s during this phase that the public is welcome to provide input and feedback on elements of the decision. It typically aligns with the launch of the main project itself.

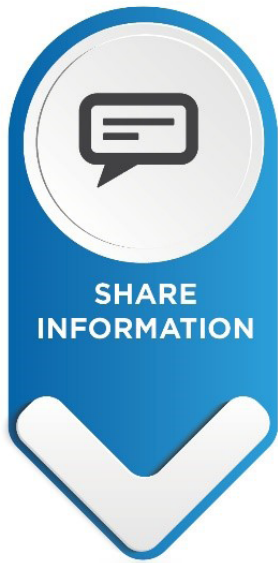
The **Evaluate** and **Celebrate** phase takes place once the project is complete and a decision has been made and is a reflection on the success of the engagement process.



THE VAUGHAN ENGAGEMENT SPECTRUM



The following chart outlines the Vaughan Engagement Spectrum. It is a tool that helps project teams define the public's level of involvement in any given engagement process. From left to right, it moves from collecting and compiling input to bringing people together, which means the role of the public becomes more complex at each stage. It also outlines the City's promise to the public at each stage. Information is also always being shared at each level.



GOAL	<ul style="list-style-type: none">• Provide the necessary context and background information in a timely manner
ACTION	<ul style="list-style-type: none">• Communicate in plain-language• Respond to questions for clarification• Provide additional information as needed• Report back on all outcomes
OUTCOMES	<ul style="list-style-type: none">• Clear communication channels are established• Impacted/interested parties feel adequately informed• Transactional

Adapted from the International Association of Public Participation's Public Participation Spectrum



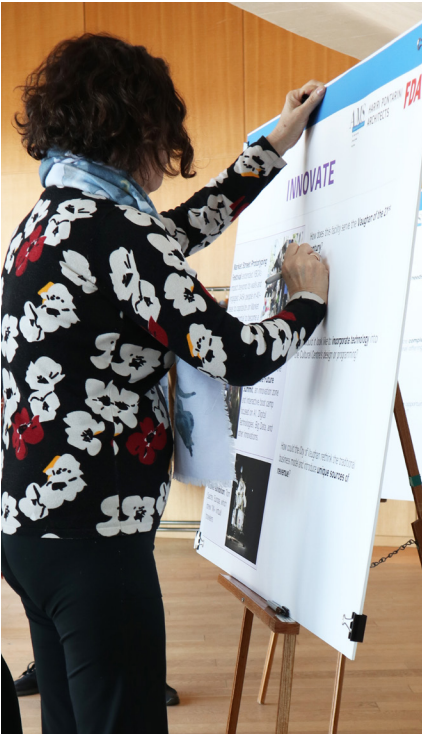
<ul style="list-style-type: none">• Listen to and learn about views, ideas, concerns and expectations	<ul style="list-style-type: none">• Collect feedback on options and alternatives
<ul style="list-style-type: none">• Provide channels and opportunities for listening to take place	<ul style="list-style-type: none">• Listen to and acknowledge views, ideas, concerns and expectations• Report back on all outcomes• Describe how input was considered/used
<ul style="list-style-type: none">• Participants feel heard• The City understands the community narrative	<ul style="list-style-type: none">• Citizens are offered a high-level opportunity to contribute• Participants see their feedback in action• Participants feel heard



<ul style="list-style-type: none">• Work directly with the public to ensure concerns and aspirations are understood and considered	<ul style="list-style-type: none">• Partner with the public in various aspects
<ul style="list-style-type: none">• Work with the public to ensure concerns and aspirations are reflected in the options or alternatives developed• Describe how input was considered / used• Report back on all outcomes	<ul style="list-style-type: none">• Look to the public for advice and innovation• Incorporate advice and recommendations into the decisions to the maximum extent possible
<ul style="list-style-type: none">• Mitigate negative impacts• Element(s) of surprise are gone• Visible partnerships are created• Co-operation is increased	<ul style="list-style-type: none">• Trust and partnerships are built• Citizens/stakeholders advocate on behalf of the City• Negative impacts are reduced or eliminated



SAMPLE TECHNIQUES TO ENGAGE



COLLECT AND COMPILE INPUT

Listen and Learn

- Access Vaughan surveys
- Focus groups
- Hotlines
- Popups
- Public hearings
- Public meetings
- Special Council Meetings

Consult

- Community mapping
- Interviews
- Open houses
- Surveys

BRING PEOPLE TOGETHER

Include

- Design charettes
- Site tours
- Workshops
- World cafés

Co-create

- Advisory committees
- Online discussion groups
- Task forces

CHANNELS TO COMMUNICATE

Communications planning is an important aspect of engagement planning. The City of Vaughan recognizes that it is one thing to provide avenues for stakeholders to provide feedback and input, however, reaching impacted and interested stakeholders to notify them about the opportunities to provide input, then motivating participation, plus facilitating informed participation, is a whole additional, and very

important, layer of effort. The City has a range of channels and tactics for achieving this:

- Advertising
- Backgrounders
- Brochures
- Direct Mail
- Earned Media
- Email
- Event Calendar

- Factsheets
- FAQs
- Information Booths
- (e)Newsletters/Mailers
- Podcasts
- Press Releases
- Signage
- Social Media
- Video
- Website



GLOSSARY

Citizen: an inhabitant or resident of the city of Vaughan. For the purposes of this strategy, the terms citizen and resident can be used interchangeably.

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.

Community: a group of people within an identified geographic area and/or who may share common interests or values.

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.

Council: the elected representatives of a community.

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.

Public: refers to all those who are impacted by, or may impact, 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 as well as internal

stakeholders and other decision authorities who can impact the decision process.

Spectrum of Public Participation/ Spectrum of Engagement: a spectrum of participation designed by the International Association of Public Participation to assist with defining the public's role in any engagement process.

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.




Community Engagement

Citizens, stakeholders and the City of Vaughan



Community Engagement



The process by which citizens and stakeholders **learn** together and **work** together on behalf of their communities and in **collaboration** with their local government to create and realize **sustainable and future-defining visions** for the community.

Corporate Policy

- Stakeholder and Community Engagement Policy
- Our formal commitment
- A directional process based on internationally recognized standards, best practices and methodology
- Considers the needs and aspirations of Vaughan staff and the public
- Anchors the City's Community Engagement Framework



Foundational Beliefs

- City building is a collective effort
- Vaughan values the voice of its citizens
- Everyone has wisdom to contribute to support sustainable decision-making
- Constructive dialogue that is open, transparent, accessible and inclusive makes for better decision-making

IAP2

- International Association of Public Participation (IAP2) – iap2.org
- Internationally recognized best practices for engagement – the “gold standard”
- City staff have participated in professional skills and knowledge development through interactive, practitioner-endorsed and IAP2-licensed training and have successfully received internationally recognized certificates of completion
- VOR engagement specialists must have IAP2 knowledge and training

Outputs/Outcomes

- A multi-faceted and overbuilt approach
- Seek out opportunities to engage:
 - with Vaughan's **diverse** community
 - with a **variety** of stakeholders
 - beyond the "**usual suspects**"
 - internally with **employees**
- Promote participation through various channels, new digital options
- Engage at convenient times/places to increase participation
- Promote a go-to-where-the-public-is approach
- Provide strategic advice and support to staff

Data Driven (2015-20)





Forward Together

- Community engagement fundamental to city-building
- Is all about upholding democracy
- Is an exercise in relationship-building and creating a culture of trust and understanding between citizens and their local government
- All about welcoming the public into the crucial conversations that will shape the city they know and love — the city of Vaughan





Thank You.

