

COMMITTEE AGENDA



TO **Community & Social Services Committee**

DATE April 9, 2013

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME 5:00 p.m.

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

CONFIRMATION OF MINUTES - March 12, 2013 open and closed meeting minutes

PRESENTATIONS (Items with no accompanying report)

None

CONSENT AGENDA

The following resolutions have been prepared to facilitate the Committee's consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with separately. The balance of the Community & Social Services Committee Consent Agenda will be approved in one resolution.

| ITEM | CITY PRESENTATION | DELEGATIONS | TO BE EXTRACTED |
|--|---|---|-----------------|
| CSS-2013.10 Cultural Mapping Web Portal Update | <ul style="list-style-type: none">Astero Kalogeropoulos, Arts & Culture Program Officer | | √ |
| CSS-2013.11 Community Engagement Framework | <ul style="list-style-type: none">Kate Bishop, Supervisor, Community Engagement | <ul style="list-style-type: none">Derek Alton, Campaign Animator, 1000 Conversations about Community, Tamarack-Ann Institute for Community Engagement | √ |
| CSS-2013.12 Liquor Licence for Guelph Civic Museum and Evergreen Seniors Centre | | | |

| | | | |
|---|--|--|--|
| CSS-2013.13 CIS Implementation – Wellbeing Grant Allocation Panel Terms of Reference | | | |
|---|--|--|--|

Resolution to adopt the balance of the Community & Social Services
Committee Consent Agenda.

ITEMS EXTRACTED FROM THE CONSENT AGENDA

Once extracted items are identified, they will be dealt with in the following order:

- 1) delegations (may include presentations)
- 2) staff presentations only
- 3) all others.

NEXT MEETING: May 14, 2013



**Minutes of the Community and Social Services Committee
Held in the Council Chambers, Guelph City Hall on
Tuesday, March 12, 2013 at 5:00 p.m.**

Attendance

Members: Chair Dennis, Mayor Farbridge, Councillors Burcher and Van Hellemond

Absent: Councillor Laidlaw

Councillors: Councillors Bell, Findlay, Furfaro, Hofland and Wettstein

Staff: Ms. C. Bell, Executive Director, Community & Social Services; Ms. B. Powell, General Manager, Community Engagement and Program Liaison; Mr. B. Labelle, City Clerk; Ms. D. Black, Council Committee Coordinator

Call to Order (5:00 p.m.)

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

Confirmation of Minutes

1. Moved by Mayor Farbridge
Seconded by Councillor Van Hellemond

That the open meeting minutes of the Community and Social Services Committee held on February 12, 2013 be confirmed as recorded.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Burcher, Dennis and Van Hellemond (4)

VOTING AGAINST: (0)

CARRIED

Consent Agenda

The following items were extracted from the Consent Agenda to be dealt with separately:

- | | |
|-------------------|---|
| CSS-2013.4 | Guelph Wellington Immigration Portal Status Update and Launch Details |
| CSS-2013.5 | 2013-2018 Guelph Youth Strategy |
| CSS-2013.7 | Community Investment Strategy Implementation – Community Wellbeing Grant Program |

Balance of Consent Items

2. Moved by Councillor Burcher
Seconded by Mayor Farbridge

That the balance of the Community and Social Services Committee March 12, 2013 Consent Agenda, as identified below, be adopted:

CSS-2013.6 Guelph Wellington Local Immigration Partnership Contribution Agreement Extension

That the March 12, 2013 report entitled "Guelph Wellington Local Immigration Partnership Contribution Agreement Extension" be received for information.

CSS-2013.8 County Proposed Infant Program at Willowdale Child Care and Learning Centre

1. That Council approve implementation of 10 infant child care spaces at Willowdale Child Care and Learning Centre with the following requirements:
 - a) Wellington County agrees to notify the City of any financial adjustments which differ from the County's reported financial implications;
 - b) Wellington County enters into a service agreement with the City for the operation of Willowdale Child Care and Learning Centre.

CSS-2013.9 2012 Delegation of Authority Report

That the report dated March 12, 2013 entitled "2012 Delegation of Authority Report" with respect to delegated authority under the purview of Community and Social Services be received.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Burcher, Dennis and Van Hellemond (4)
VOTING AGAINST: (0)

CARRIED

Extracted Consent Items

CSS-2013.4 Guelph Wellington Immigration Portal Status Update and Launch Details

Ms. Sonja Worotynech, Project Coordinator, Immigration Portal, provided a synopsis of the Guelph Wellington Immigration Portal Status and Launch details which will be launched on Wednesday, March 20, 2013, at the fourth annual Local Immigration Partnership event.

3. Moved by Councillor Burcher
Seconded by Mayor Farbridge

That the March 12, 2013 report entitled "Guelph Wellington Immigration Portal Status Update and Launch Details" be received for information.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Burcher, Dennis and Van Hellemond (4)

VOTING AGAINST: (0)

CARRIED

CSS-2013.5 2013-2018 Guelph Youth Strategy

Mr. Adam Rutherford, Youth Services Coordinator, outlined the 2013-2018 Guelph Youth Strategy, provided highlights regarding feedback received from the youth in Guelph and summarized the foundational and youth driven goals of the strategy.

Members posed questions regarding the strategy goals with respect to delineating between recommendations focusing on the community at large and those which focused on the City specifically.

4. Moved by Mayor Farbridge
Seconded by Councillor Burcher
 1. That Council approve the Vision, Mission and Values of the 2013 – 2018 Guelph Youth Strategy.
 2. That Council endorse the 10 Foundational and 30 Youth Driven Goals of the 2013 – 2018 Guelph Youth Strategy.
 3. That staff be directed to report back annually on the implementation, progress and achievements of the 2013 – 2018 Guelph Youth Strategy.

Amendment

5. Moved by Mayor Farbridge
Seconded by Councillor Burcher

That the first clause of the 2013-2018 Guelph Youth Strategy recommendation be amended to change “approve” to “endorse”.

That the second clause of the 2013-2018 Guelph Youth Strategy recommendation change “endorse” to “receive”.

That a third clause be added to the Guelph Youth Strategy recommendation to state the following:

“That staff be directed to report back with an implementation plan that identifies corporate initiatives, community collaborations, key performance indicators, budget and alignment with the Community Investment Strategy and Community Wellbeing Initiative.”

VOTING IN FAVOUR: Mayor Farbridge, Councillors Burcher, Dennis and Van Hellemond (4)

VOTING AGAINST: (0)

CARRIED

Deferral

6. Moved by Mayor Farbridge
Seconded by Councillor Burcher

That the following clause be deferred until an implementation plan is developed:
"That staff be directed to report back annually on the implementation, progress and achievements of the 2013-2018 Guelph Youth Strategy"

VOTING IN FAVOUR: Councillors Burcher, Dennis, Van Hellemond and Mayor Farbridge (4)

VOTING AGAINST: (0)

CARRIED

Main Motion as Amended

7. Moved by Mayor Farbridge
Seconded by Councillor Burcher

1. That Council **endorse** the Vision, Mission and Values of the 2013 – 2018 Guelph Youth Strategy.
2. That Council **receive** the 10 Foundational and 30 Youth Driven Goals of the 2013 – 2018 Guelph Youth Strategy.
3. **That staff be directed to report back with an implementation plan that identifies corporate initiatives, community collaborations, key performance indicators, budget and alignment with the Community Investment Strategy and Community Wellbeing Initiative.**

VOTING IN FAVOUR: Mayor Farbridge, Councillors Burcher, Dennis and Van Hellemond (4)

VOTING AGAINST: (0)

CARRIED

CSS-2013.7 Community Investment Strategy Implementation – Community Wellbeing Grant Program

8. Moved by Mayor Farbridge
Seconded by Councillor Burcher

1. That Council approve the establishment of the Wellbeing Grant Allocation Panel.
2. That the proposed Terms of Reference for the Wellbeing Grant Allocation Panel as presented in report CSS-CESS-1311 be approved.
3. That Council Repeal and replace Schedule "U" of the Delegation of Authority By-law with the updated version attached to report CSS-CESS-1311 as Attachment 1.
4. That staff be directed to begin the process of recruiting members to the Wellbeing Grant Allocation Panel.

5. That Council approve the Wellbeing Grant Program model outlined in Table 1 of the CSS-CESS-1311 report.

Amendment

9. Moved by Mayor Farbridge
Seconded by Councillor Burcher

That clause 2 of the recommendation regarding the Community Investment Strategy Implementation – Community Wellbeing Grant Program be amended to include the following after the word approved:

“in principle and that a more robust Terms of Reference be brought back to the Community & Social Services Committee for consideration.”

VOTING IN FAVOUR: Mayor Farbridge, Councillors Burcher, Dennis and Van Hellemond (4)

VOTING AGAINST: (0)

CARRIED

Main Motion as Amended

10. Moved by Mayor Farbridge
Seconded By Councillor Burcher

1. That Council approve the establishment of the Wellbeing Grant Allocation Panel.
2. That the proposed Terms of Reference for the Wellbeing Grant Allocation Panel as presented in report CSS-CESS-1311 be approved **in principle and that a more robust Terms of Reference be brought back to the Community & Social Services Committee for consideration.**
3. That Council Repeal and replace Schedule “U” of the Delegation of Authority By-law with the updated version attached to report CSS-CESS-1311 as Attachment 1.
4. That staff be directed to begin the process of recruiting members to the Wellbeing Grant Allocation Panel.
5. That Council approve the Wellbeing Grant Program model outlined in Table 1 of the CSS-CESS-1311 report.

VOTING IN FAVOUR: Mayor Farbridge, Councillors Burcher, Dennis and Van Hellemond (4)

VOTING AGAINST: (0)

CARRIED

Authority to Resolve into a Closed Meeting

11. Moved by Councillor Burcher
Seconded by Mayor Farbridge

That the Community and Social Services Committee now hold a meeting that is closed to the public with respect to Sec. 239(2)(b) of the *Municipal Act* with respect to personal matters about identifiable individuals.

CARRIED

Closed Meeting (5:57 p.m.)

1. Citizen Appointments To Various Committees (Accessibility Advisory Committee, Cultural Advisory Committee, Guelph Museums Advisory Committee & the Guelph Sports Hall of Fame Board of Directors)

12. Moved by Councillor Burcher
Seconded by Mayor Farbridge

That staff be given direction with respect to citizen appointments to the Accessibility Advisory Committee, Cultural Advisory Committee, Guelph Museums Advisory Committee & the Guelph Sports Hall of Fame Board of Directors.

CARRIED

Rise from Closed Meeting (5:59 p.m.)

13. Moved by Councillor Burcher
Seconded by Mayor Farbridge

That the Community and Social Services Committee rise from its closed meeting.

CARRIED

Open Meeting (6:00 p.m.)

Review of Draft Meeting Flow Guide

This item was added to the agenda at the leave of the Committee

The Committee reviewed and provided feedback on a draft meeting flow guide developed in accordance with the recently established Standing Committee Terms of Reference.

Adjournment (6:08 p.m.)

14. Moved by Councillor Burcher
Seconded by Councillor Van Hellemond

That the March 12, 2013 meeting of the Community and Social Services Committee be adjourned.

CARRIED

City Clerk

**COMMUNITY & SOCIAL SERVICES COMMITTEE
CONSENT AGENDA**

April 9, 2013

Members of the Community & Social Services Committee.

SUMMARY OF REPORTS:

The following resolutions have been prepared to facilitate the Committee's consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with immediately. The balance of the Community & Social Services Consent Agenda will be approved in one resolution.

A Reports from Administrative Staff

| REPORT | DIRECTION |
|--|------------------|
| CSS-2013.10 CULTURAL MAPPING WEB PORTAL UPDATE 1. That the April 9, 2013 report entitled "Cultural Mapping Web Portal update" be received for information. | Receive |
| CSS-2013.11 COMMUNITY ENGAGEMENT FRAMEWORK 1. That Council approve the Community Engagement Framework, and the Policy and Procedure. 2. That Council direct staff to report back on an annual basis on the implementation of the framework and any recommended revisions. | Approve |
| CSS-2013.12 LIQUOR LICENCE FOR GUELPH CIVIC MUSEUM AND EVERGREEN SENIORS CENTRE 1. That Council approves the Delegation of Authority for the completion and execution of the applications for the Liquor Sales License for the Guelph Civic Museum and Evergreen Seniors Centre to the Executive Director and General Managers who oversee the facilities. | Approve |
| CSS-2013.13 CIS IMPLEMENTATION – WELLBEING GRANT ALLOCATION PANEL TERMS OF REFERENCE 1. That the proposed Terms of Reference for the Wellbeing Grant Allocation Panel as presented in this report be approved. | Approve |

2. That Council receives supplementary information regarding the Panel's operation.

attach.

GUELPH

CULTURAL



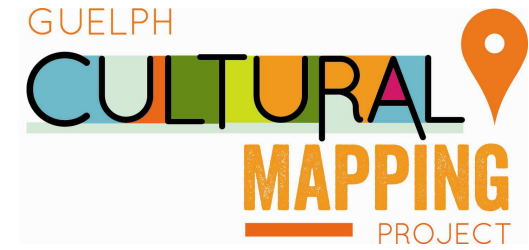
MAPPING



PROJECT

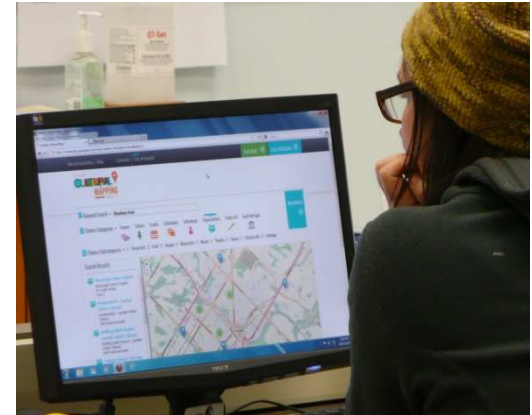
Background

- * Cultural mapping is emerging as an essential planning and economic development tool in Canadian municipalities
- * Although there is anecdotal information about the scope of Guelph's cultural sector, this had never been quantified
- * The database and cultural maps developed through this project are valuable tools for social, economic development, and cultural development



Development of the Guelph Culture Map Portal

- * Community Advisors lead the development of a data collection framework
- * City staff worked in partnership with the Guelph Arts Council and the Guelph Chamber of Commerce to engage the community and encourage participation
- * The Portal is a ‘one-stop shop’ of information for all citizens of Guelph
- * The Portal has been designed following best practices





Features of the Culture Map Portal

- * Allows users to search for a range of resource types
- * Provides an accessible directory and a searchable map
- * Allows for on-going addition of resources and updating of existing information
- * Allows for identification of activity clusters
- * Acts as an access point to individual and organizational websites throughout the community
- * Offers a user-friendly system for easy editing and updating

Funding and Sustainability

- * CCPF funding will end March 31, 2013
- * Web Portal will be maintained through existing staff resources and on-going community participation





guelph.ca/culturemap

STAFF REPORT



TO Community and Social Services Committee

SERVICE AREA Community and Social Services
Culture and Tourism

DATE April 9, 2013

SUBJECT Cultural Mapping Web Portal Update

REPORT NUMBER CSS-CT-1316

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To inform Council about the new Cultural Mapping web portal launched on March 19, 2013.

KEY FINDINGS

Cultural mapping is a systematic approach to identifying, recording and classifying a community's cultural resources in order to describe and visualize them. With funding through the Province of Ontario's Creative Communities Prosperity Fund, the City of Guelph recently completed an 18 month cultural mapping project.

A key component of the project was the creation of a comprehensive inventory and database of both the city's tangible cultural assets (facilities, organizations, businesses, people, and festivals) and intangible assets (community histories, traditions, stories).

This database was used to develop a Cultural Mapping web portal that was officially launched on March 19, 2013. The portal features interactive maps that will allow the municipality and its partners to effectively use resources to enhance existing creative clusters, address gaps and improve community accessibility to cultural assets. It is both a community and corporate resource which provides a free "one stop" access point to Guelph's cultural resources.

FINANCIAL IMPLICATIONS

The City of Guelph's financial commitments to the project were covered in the 2012 budget, with the only remaining commitment being through the contribution of existing staff salaries from within the Culture and Tourism department.

The total project cost is \$163,160. The Government of Ontario contributed funding of \$70,920, the City of Guelph contributed \$26,500, and the Guelph

STAFF REPORT

Chamber of Commerce contributed \$15,000 towards the project. The balance of the budget was covered through in kind contributions of staff and office resources by the City of Guelph, the Guelph Chamber of Commerce and the Guelph Arts Council.

ACTION REQUIRED

Receive the staff report.

RECOMMENDATION

1. That the April 9, 2013 report entitled "Cultural Mapping Web Portal update" be received for information.

BACKGROUND

In August 2009, the Creative Communities Prosperity Fund (CCPF) was launched as a provincial strategic initiative that invested \$9 million over four years to assist Ontario municipalities and Aboriginal communities in undertaking cultural planning activities. It also supported not-for-profit organizations in developing innovative tools to enhance the cultural planning process.

Cultural mapping is a systematic approach to identifying, recording and classifying a community's cultural resources in order to describe and visualize them. Cultural mapping allows a community to assess "where it's at" and can play a significant role in projecting "where it wants to be". Just as municipalities identify and map other valued community resources and integrate them into their plans, cultural mapping enables cultural resources to be identified and integrated into municipal planning and decision-making.

The cultural planning process involves comprehensive community engagement in the following five key areas:

1. Mapping community cultural resources (e.g. arts, cultural industries, natural or built heritage, anthropological, linguistics and archaeological information);
2. Developing strategies to strengthen and enhance these resources through a cultural plan;
3. Introducing new governance systems for planning and decision-making regarding cultural resources;
4. Integrating culture into policies and plans across all departments; and,
5. Promoting cross-sectoral collaborations with business and community stakeholders

STAFF REPORT



REPORT

In 2011, the City of Guelph was the lead partner in a successful application to the Province of Ontario's Creative Communities Prosperity Fund for grant funding to undertake a Cultural Mapping project. Partner organizations on the application were the Guelph Chamber of Commerce and the Guelph Arts Council.

The initial stage of the project saw the creation of a comprehensive inventory and database of both the city's tangible cultural assets (facilities, organizations, businesses, people, and festivals) and intangible assets (community histories, traditions, stories). To date, community members participating in the project have documented more than 700 individual assets.

This database has been used to develop a Cultural Mapping web portal that was officially launched on March 19, 2013. The portal features interactive maps that will allow the municipality and its partners to effectively use resources to enhance existing creative clusters, address gaps and improve community accessibility to cultural assets. It is a community resource, as well as a corporate one, which provides a free "one stop" access point to Guelph's cultural resources. The portal also allows for on-going documentation of Guelph's cultural resources, ensuring that current data is continuously available and up to date.

CORPORATE STRATEGIC PLAN

Innovation in Local Government

2.2 Deliver Public Service better

City Building

3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City

3.2 Be economically viable, resilient, diverse and attractive for business

FINANCIAL IMPLICATIONS

The majority of the City of Guelph's financial commitments to the project were covered in 2012, with \$6,500 remaining in 2013 which is being funded through the existing Culture budget. The only other remaining commitment from the City of Guelph is through the contribution of existing staff salaries from within the Culture and Tourism department.

The total project cost is \$163,160. The Government of Ontario contributed funding of \$70,920, the City of Guelph contributed \$26,500, and the Guelph Chamber of Commerce contributed \$15,000 towards the project. The balance of the budget was covered through in kind contributions of staff and office resources by the City of Guelph, the Guelph Chamber of Commerce and the Guelph Arts Council.

STAFF REPORT



DEPARTMENTAL CONSULTATION

Corporate and Human Resources – Information Technology

COMMUNICATIONS

A communications plan was developed to encourage individuals and organizations to add their information to the database. Working with the Guelph Chamber of Commerce and the Guelph Arts Council, staff also invited community participation through information sessions, engagement events and training workshops. Staff has also promoted the new web portal broadly as a community resource.

Prepared By:

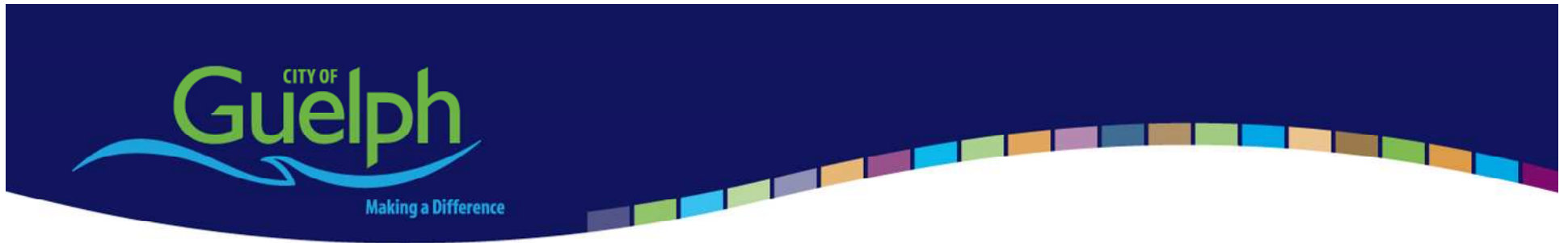
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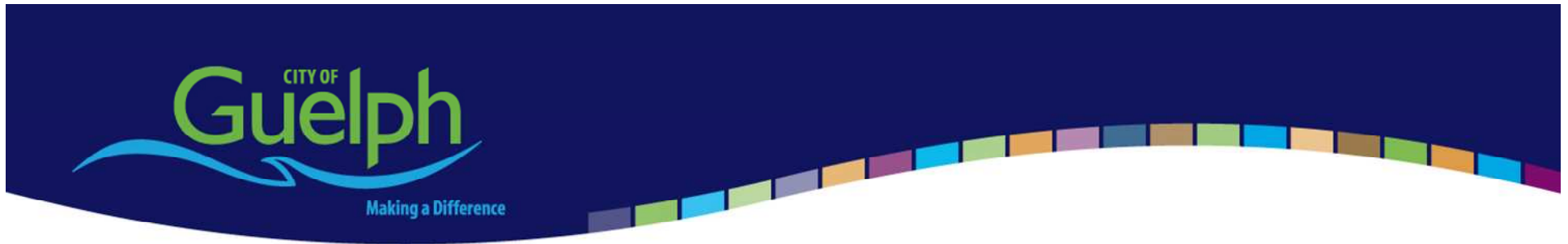


Community Engagement Framework



Overview

- ❖ Community Engagement Framework
- ❖ Roles of Staff & Participants
- ❖ Implementation
- ❖ Questions



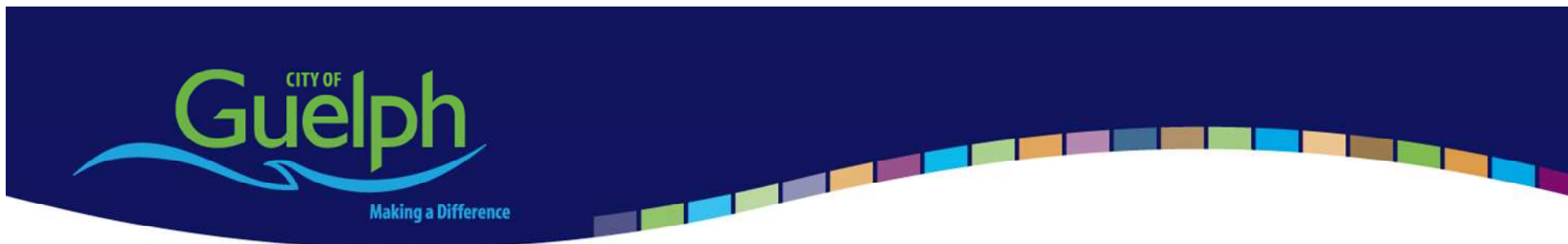
Community Engagement Framework

Vision

Guelph is an involved, vibrant city where municipal decisions are sustainable and supported by the community.

Mission

The Community Engagement Framework provides decision makers and community members with a consistent and genuine approach that sets a standard of excellence for community engagement processes in the City of Guelph.



Four Pillars

Supporting the Practice of Community Engagement

Performance

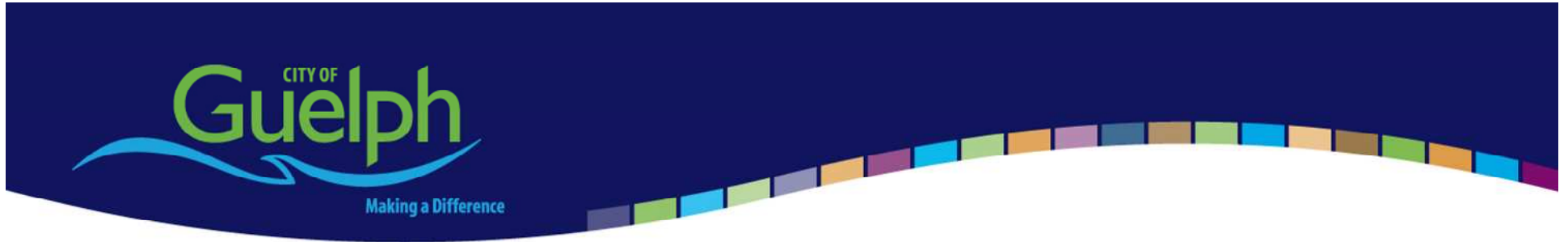
Practice

People

Policy

Community Engagement Framework Components

| | | |
|-----------|------------|---------|
| Framework | Worksheets | Toolkit |
|-----------|------------|---------|



Role of Community Engagement Staff

- Technical Expertise
- Training & Mentoring to Staff
- Community Engagement Resource Shop
- Community Engagement Stewardship



Role of City of Guelph Staff

- Work with the Community Engagement Team
- Involve community in decision making
- Tell community how their input was used
- Track and evaluate engagement activities



Role of Participants

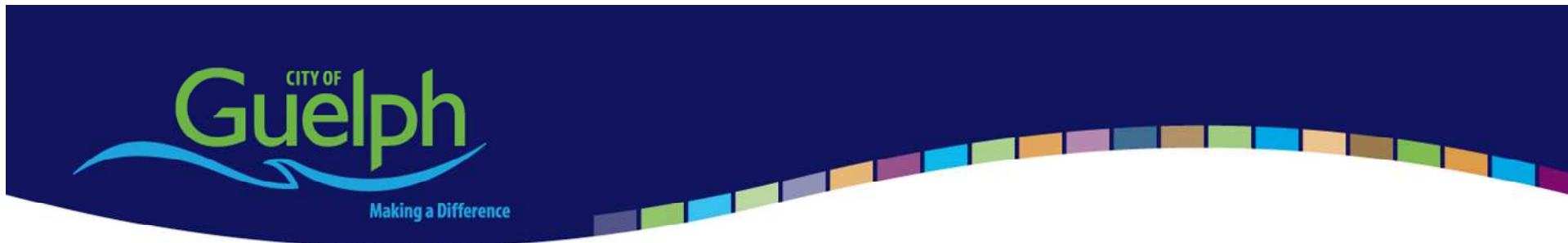
- Participate respectfully and constructively
- Focus on the decision to be made
- Provide input and feedback within project timelines
- Consider the needs of the whole community and that decisions must be sustainable



Staff Training

Half day workshops, lunch-and-learns:

- How to identify the appropriate level of engagement
- How to write Community Engagement Plans
- Helpful community engagement techniques



Implementation

May-Aug 2013:

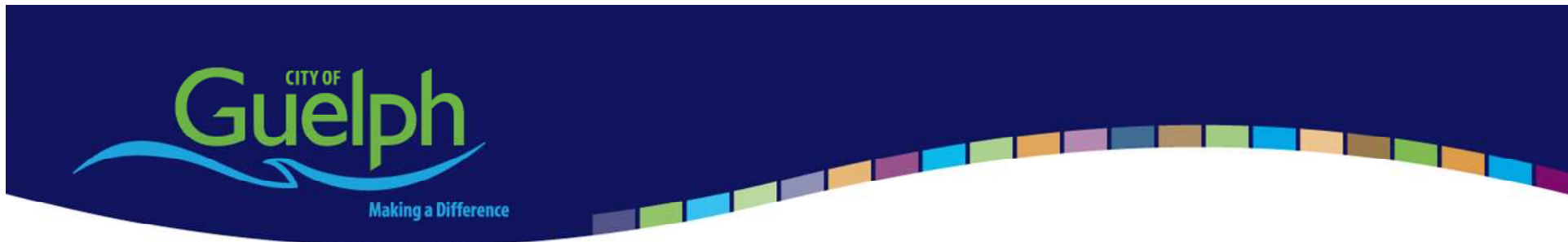
- Development of Training Modules
- Monitoring & Evaluation systems

Starting in Sept 2013:

- Ongoing staff training and mentoring

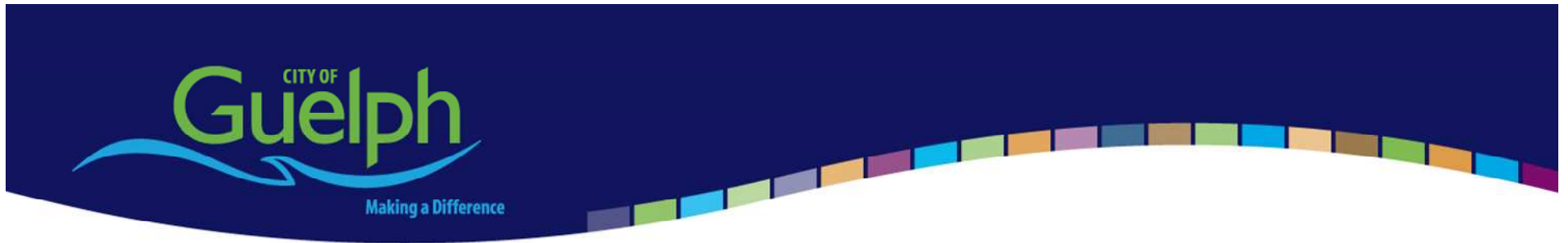
Annually:

- Reporting
- Revision of Community Engagement Framework



Recommendations

1. That Council approve the Community Engagement Framework
2. That Council approve the Community Engagement Framework Policy and Procedure.
3. That Council direct staff to report back annually on the implementation and recommended revisions.



Questions

STAFF REPORT



TO Community and Social Services Committee

SERVICE AREA Community and Social Services
Community Engagement and Social Services

DATE April 9, 2013

SUBJECT Community Engagement Framework

REPORT NUMBER CSS-CESS-1315

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To seek Council approval for the Corporate Community Engagement Framework.

KEY FINDINGS

Community engagement is important for the City for a number of reasons. Employees engage the community to comply with regulatory or legislated requirements. The City engages stakeholders to ensure that they have a voice in decision making. It increases the likelihood that municipal decisions are sustainable and supported by the public.

The Community Engagement Framework (CEF) is the internal component of the Community Wellbeing Initiative. The overall intent of the framework is to create greater consistency, transparency and support for engaging stakeholders in municipal decision making through four pillars of the framework: Performance, Practice, People and Policy.

The Community Engagement Framework consists of three sections: a **Framework** which outlines Definitions, Guiding Principles, Roles and Responsibilities, and a "roadmap" or process for community engagement; a series of **Worksheets** which support the development of community engagement plans; and a **Toolkit** of techniques to support the implementation of appropriate and effective community engagement

This Framework was developed through extensive internal consultation with employees across all service areas including interviews with 83 employees. It was endorsed by the Direct Reports Leadership Team. Employees in service areas across the Corporation have worked with the Community Engagement team to pilot over twelve community engagement plans since October 2012.

Implementation of the Framework involves testing and revision of Framework processes, worksheets and tools. Starting in June 2013, on-going training

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workshops and seminars will be available to employees. The Framework will be reviewed and revised annually. A report to Council and the Direct Report Leadership Team will be submitted annually.

FINANCIAL IMPLICATIONS

The development of the Community Engagement Framework and support of the twelve existing pilot projects are occurring within existing resources and the bulk of the costs are related to the increased time of communication, project and community engagement staff. For the two projects to date with budgets, it appears that a 4% increase in costs can be attributed to the Engagement Framework.

As the Engagement Framework is implemented, departmental staff will build the costs of anticipated engagement into their work plans and budgets. The costs of engagement will be dependent on the type of decision to be made, the time, budget and resources available. Each engagement plan is scaled accordingly. The Community Engagement team will continue to monitor the resource impacts of implementing the Community Engagement Framework in preparation for the 2014 budget.

ACTION REQUIRED

That Council approve the Community Engagement Framework, and direct staff to report back on the implementation.

RECOMMENDATION

1. That Council approve the Community Engagement Framework, and the Policy and Procedure;
2. That Council direct staff to report back on an annual basis on the implementation of the framework and any recommended revisions.

BACKGROUND

On August 30, 2010, Council approved the Community Wellness Plan and Engagement Processes (Report #CSS-SS-1019).

On July 25, 2011, Council approved the Community Wellbeing Plan (Report #CSS-CESS-1130). The Plan includes two main components: the community facing and corporate facing; the corporate facing component being the development and implementation of a Community Engagement Framework.

On September 13, 2011, Council approved the Community Wellbeing Initiative work plan, and the development of the Community Engagement Framework (Report #CSS-CESS-1136).

STAFF REPORT

The Community Engagement Framework is a resource to City decision makers who wish to involve community stakeholders in their decision making process. It has been developed in response to both internal and external demands, from our community members and City of Guelph councillors and employees, for greater clarity, transparency and support for engaging community members in decisions made at the municipal government level. The anticipated outcomes are:

- All stakeholders participate in community engagement activities.
- Employees use the framework and tools, and are skilled at effectively engaging the community as needed.
- Employees who are required to follow legislated engagement processes use the framework to enhance their activities.
- Stakeholders understand how their participation is incorporated into final municipal decisions.
- Municipal decisions are defensible, sustainable, and easier to implement.

The Framework has been developed using emerging best practices research within the City of Guelph, as well as provincial, national and international municipalities. See the following link for further reading:

<http://guelph.ca/city-hall/communicate/public-involvement>

In addition, since October 2012, the framework has been piloted in over twelve projects within the City of Guelph, across various departments. This has provided community engagement staff with valuable feedback and opportunities to refine the framework's processes and worksheets.

REPORT

The Community Engagement Framework (CEF) provides decision makers and community members with a consistent approach that sets a standard of excellence for community engagement processes in the City of Guelph. Summarized below are the three sections of the CEF. Also outlined are implementation details of the Framework throughout the Corporation.

Section 1: The Framework

This section includes definitions, guiding principles, roles and responsibilities, and a step by step "roadmap" or process for community engagement, including evaluation of activities.

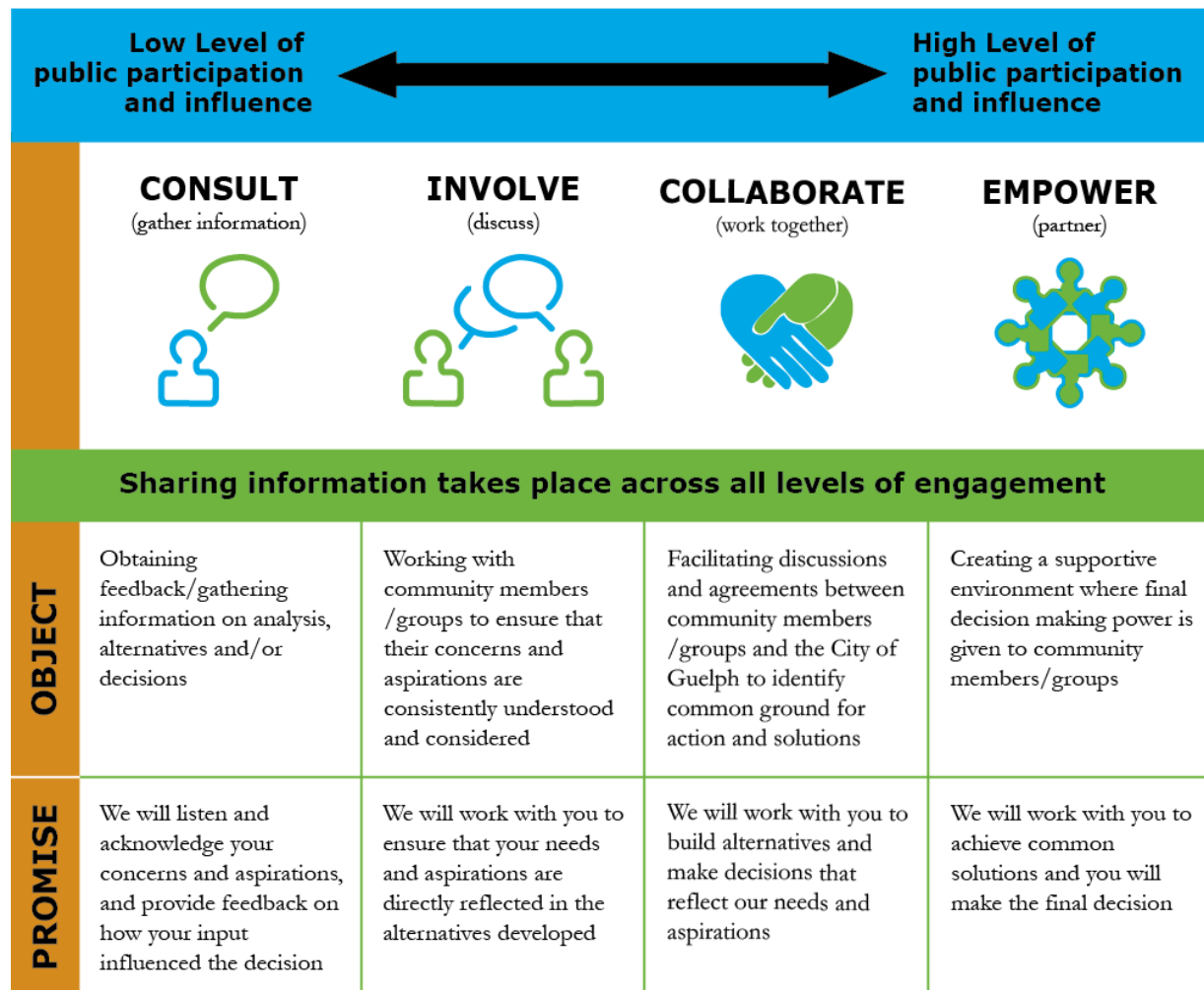
The Framework is grounded by four pillars: Performance, Practice, People and Policy. It is also guided by nine principles for community engagement that build on those approved by Guelph City Council in 1998.

The "Spectrum of Engagement," adapted from the International Association of Public Participation (IAP2) continuum, identifies four levels of engagement from

STAFF REPORT

consult to empower. Each level may require different types of engagement depending on how much stakeholder input is desired.

Spectrum of Engagement



*The City of Guelph's Spectrum of Engagement has been adapted from the International Association for Public Participation's (IAP2) spectrum

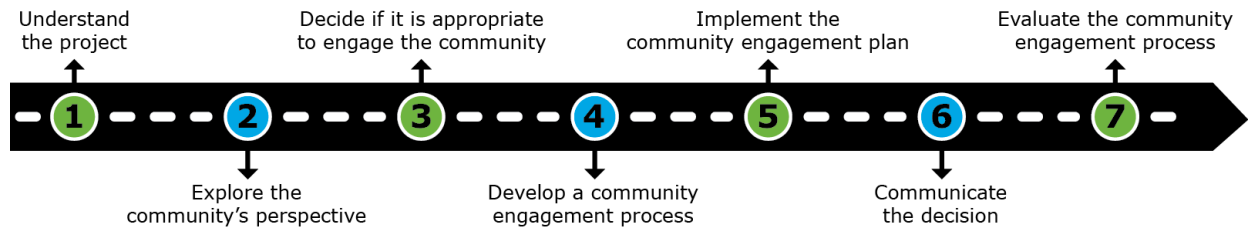
The framework outlines clear roles for not only the City's Community Engagement staff and project staff across the Corporation but for community members and Council involved in engagement activities. Community Engagement staff will provide the following supports to the Corporation:

- Consult with project staff to develop Community Engagement Plan.
- Provide assistance and supports for engagement activities, i.e. training, facilitation, lists of accessible space, equipment resources, etc.
- Community engagement "stewardship" role, i.e. data base of engagement activities, best practices, evaluations, annual review and reporting to Council and senior management.

STAFF REPORT

The community engagement “roadmap” is a seven step process that enables understanding of a project from both the staff and stakeholder perspectives, and includes a step to decide if engagement is even appropriate. If it is decided that engagement is appropriate, then processes for developing a community engagement plan, implementing the plan, communicating the decision, and evaluating engagement activities are included.

Roadmap to Community Engagement



Section 2: Worksheets

This section provides practical resources for staff who may want additional support to develop particular aspects of their Community Engagement Plan, for example identifying stakeholders or risks, and data tracking.

Section 3: Tools

This section is a practical resource of activities and techniques that support effective community engagement at each level of engagement on the spectrum. Some examples include: focus groups, open houses, telephone town halls, electronic forums, World Cafés and design charrettes. For each activity, a “tip sheet” provides details about preparing for and implementing the particular activity.

Implementation

The CEF is aligned with the Corporate Communications Plan. Successful implementation of the Framework will require Community Engagement and Corporate Communications staff to develop and provide ongoing training and mentoring for City employees who are involved in engaging the public in municipal decisions. By September 2013, ongoing training workshops and seminars will be available to City employees. A Corporate orientation training module will be developed with the City’s Human Resources staff by November 2013. In addition, external consultants will be required through the Request for Proposals (RFP) process to incorporate this framework into their community engagement work on behalf of the Corporation.

Community engagement pilot projects will continue to the end of 2013. Examples of pilots that have utilized the CEF to date are the Public Nuisance By-law, Dakota Park and Harvard Road Parking projects. By January 2014, all City staff will use the Framework processes to develop and implement their community engagement activities. The Framework will be reviewed and revised annually by Community Engagement staff. Staff are in the midst of working with an evaluation contractor to

STAFF REPORT

develop the evaluation plan and Key Performance Indicators for the Framework. An annual report to Council and senior managers will document implementation progress and evaluation feedback based on the Key Performance Indicators currently being developed.

CORPORATE STRATEGIC PLAN

Organizational Excellence

- 1.1 Engage employees through excellence in leadership
- 1.2 Build robust systems, structures and frameworks aligned to strategy

Innovation in Local Government

- 2.2 Deliver Public Service better

City Building

- 3.2 Be economically viable, resilient, diverse and attractive for business
- 3.3 Strengthen citizen and stakeholder engagement and communications

DEPARTMENTAL CONSULTATION

The following work areas were consulted in the development of the Community Engagement Framework:

Operations, Transit and Emergency Services: By-law Compliance and Security; Traffic and Parking

Corporate and Human Resources: City Clerk's Office; Corporate Communications; Human Resources; Information Technology

Community and Social Services: Community Engagement and Social Services; Corporate Building Maintenance; Local Immigration Partnership; Parks and Recreation; Seniors Services; Youth Services

Finance and Enterprise: Community Energy Planning

Planning, Building, Engineering and Environment: Engineering Services; Planning Services; Solid Waste Resources; Water Services

Office of the Chief Administrative Officer: Strategic Planning and Corporate Initiatives

COMMUNICATIONS

Following approval of the Framework, Community Engagement staff will communicate this, and send the Framework and implementation timelines to appropriate managers and staff via email.

As training workshops are developed, Community Engagement staff will send the schedule to managers and staff via email, on an ongoing basis. All corporate community engagement activities will be entered by Community Engagement staff into two calendars: a. (internal) ERNIE – Events Calendar; b. (external) City Website – Public Meetings and Events Calendar.

STAFF REPORT



ATTACHMENTS

- ATT 1 - Community Engagement Framework
ATT 2 - Community Engagement Framework Policy and Procedure

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Community Engagement Framework



Developed by:
The Community Engagement Team
Community and Social Services

Kate Bishop, Supervisor, Community Engagement
Rodrigo Goller, Community Engagement Coordinator
Kelly Guthrie, Community Engagement Coordinator

Acknowledgement

This framework was developed with the support of City of Guelph employees across all service areas. An extensive internal review showed that City of Guelph employees have a strong desire to improve the quality of our community engagement processes. City of Guelph employees support adopting a standard engagement process that applies to the Corporation as a whole. We thank all employees who participated in the internal interviews.

We thank all employees who worked with the Community Engagement team to pilot the draft Community Engagement Framework in their projects. Their support in embracing the community engagement processes has been significant to the development of this framework.

We also thank the following internal champions that provide ongoing advice and support to the development and implementation of this Community Engagement Framework:

Brenda Boisvert – Corporate Manager, Strategic Planning and Corporate Initiatives
Heather Connell – Integrated Services Manager, Solid Waste Resources
Louise Daw – Community Wellbeing Initiative Project Manager, Community Engagement
Vivian DeGiovanni – Supervisor Program Development, Solid Waste Resources
Wayne Galliher – Water Conservation Project Manager, Water Services
Doug Godfrey – Manager, By-Law Compliance and Security
Alex Goss – Project Manager, Local Immigration Partnership
Marina Grassi – Communications Specialist, Corporate Communications
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Stacey Hare – Communications Specialist, Corporate Communications
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Rob Kerr – Corporate Manager, Community Energy
Blair Labelle – City Clerk, City Clerk's Office
Kim Lawrence – Web Designer/Developer, Information Technology
Becky MacDonald – Coordinator of Volunteer Services, Senior Services
Karen McKeown – Healthy Landscapes Program Technician, Water Conservation
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Joanne Oliver – Workforce Planning and Development Specialist, Human Resources
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Jennifer Smith – Research Policy Analyst, Social Service Policy and Liaison
Todd Salter – General Manager, Policy Planning And Urban Design, Planning Services
Joanne Starr – Supervisor of Traffic Investigations, Traffic and Parking

We also thank the following groups for providing their input to the draft Community Engagement Framework: the Accessibility, Cultural Advisory and Environmental Advisory Committees of Council, the Guelph Civic League, the Guelph Youth Council, the Guelph-Wellington Senior's Association, the Non-Profit Housing Corporation Board of Directors, and the Social and Civic Inclusion Delivery Group of the Guelph Wellington Local Immigration Partnership.

This Community Engagement Framework is based on the engagement processes and principles outlined by the International Association for Public Participation (IAP2). We have learned and built upon the engagement frameworks of many municipalities in Canada, Australia, the United Kingdom and the United States of America. We are particularly grateful for the guidance and support provided by Michelle Chalifoux and Angela Turner of the City of Edmonton, and Dawn Green of Strathcona County, Alberta. We also thank Don Lenihan for his advocacy work for greater public engagement in governments.

We also recognize the significant contribution made to this framework by Kim Chuong, Kathryn Walton, Morgan Marini and Sophie Maksimowski of The Institute for Community Engaged Scholarship, University of Guelph. Kim Chuong and her team of researchers compiled a comprehensive overview of community engagement frameworks amongst our comparator municipalities in Ontario and other municipalities across Canada, the United States of America, the United Kingdom and Australia.

In the spirit of community engagement, this framework has been made better by the insights of all the internal champions and external key informants who have made contributions both large and small.

My heartfelt gratitude to the Community Engagement team, Kate Bishop, Kelly Guthrie, Rodrigo Goller and their direct Manager, Lynne Briggs, for the enthusiasm with which they embraced this work. They worked hard to be inclusive in the project, strove for excellence and relentlessly applied the emerging framework to more than a dozen engagement processes undertaken by the City to date.

Last, but not least we are grateful to our leader, Community and Social Services Executive Director Colleen Bell for the inspiration and direction she has provided to this important work.

On behalf of the Community Engagement Team,

Barbara Powell

General Manager Community Engagement,
Community and Social Services Department

Overview

The City of Guelph is committed to be the best run city in Canada as well as having one of the lowest unemployment rates, lowest crime rates, and highest quality of life. The 2012 City of Guelph Strategic Plan “Our Future – Our City,” approved by Council in 2012, provides the framework for this transformation... The average person finds it difficult to understand what local government does or how to engage with it. And it is hard to trust what you can’t see or understand. We own that... Transforming municipal services means ensuring excellent outcomes for all citizens... transforming government from a traditional service provider to an institution that also engages and inspires - one that has learned how to work across sectors – public, private, not-for-profit – to embrace opportunities that deliver public value... If anything is going to crack us out of old ways of doing things, it will be the Guelph Wellbeing Initiative. There is a gap between the community people want to live in and our current ability to deliver on these aspirations.

State of the City Address by Mayor Karen Farbridge, November 1st, 2012

The City of Guelph Community Engagement Framework is the corporate facing component of the Community Wellbeing Initiative. It has been developed in response to both external and internal demands from community members and City of Guelph employees, for greater clarity, transparency and support for engaging community members in decisions made at the municipal level. The Community Engagement Framework aligns with other corporate strategies, primarily the Open Government Framework, to establish new channels of communication between the Corporation and the community we serve.

Why do we do community engagement? Sometimes the City engages the community to conform with regulatory or legislated requirements. Beyond this, our employees want to ensure that stakeholders have a voice in decision making, to ensure that decisions made at the municipal level strive to be sustainable and reflect the common good. Community engagement also increases transparency in municipal decision making processes. Well developed and implemented community engagement helps all stakeholders to understand the full scope and implications of municipal decisions. It builds trust with community members, partner organizations and businesses.

Over the last few decades the complexion of western democratic societies has been changing. We are culturally and ethnically more diverse, less rooted in our communities and more mobile. Globalization has brought new commitments and obligations. The internet connects people and organizations in innovative ways. Distant events now are often linked, flash around the globe at lightning speed and have changed our view of time and space. And, finally, citizens are more educated and more informed on issues, and correspondingly less willing to defer to leaders who broker backroom deals. Politically speaking, these changes have resulted in two very important trends: growing complexity and interdependence; and growing public expectations around transparency and accountability... Growing complexity means that policy issues today often can't be solved by a government acting alone.

Dr. Don Lenihan, Rescuing Policy,

The Case for Public Engagement, 2012, Public Policy Forum

The Community Engagement Framework consists of three components and is grounded by four pillars. The components of this Community

Engagement Framework are: a **Framework** which outlines Definitions, Guiding Principles and a Roadmap for community engagement; a series of **Worksheets** which support the development of community engagement plans; and a **Toolkit** of techniques to support the implementation of appropriate and effective

community engagement. The four pillars that the Community Engagement Framework is grounded in are: **Performance, Practice, People and Policy.**



A note on legislated requirements to consult: This Community Engagement Framework acknowledges that there are existing federal and provincial regulations that dictate a minimum level of engagement that must be carried out for certain projects. This framework does not supersede any of those requirements, rather, it acts as a support to augment the ability of staff to carry out those mandated requirements and fully comply with all applicable regulations.

Integration with other Corporate Initiatives

The Community Engagement Framework will be integrated in the following key initiatives and strategic directions of the 2013 – 2016 Corporate Strategic Plan:

Open Government Strategy

- Community Engagement is an essential component of the City's Open Government Framework. Action areas within this key direction include the Community Engagement Framework, Web 2.0 integration, collaboration and knowledge sharing and e-government services
- The Community Engagement Framework aligns with the established principles of Open Government: participation, innovation, transparency and accountability

Communications Plan

- Sets a timeline of 2013-2014 to support and encourage an engaged community that is aware of and participates in the public involvement process, and recognizes its role in addressing issues and contributing to municipal policy and solutions
- Objective 3.1 calls for:
 - development of a 'public engagement strategy to guide the public consultation process and create consistency across the organization'
 - increasing awareness of existing opportunities for public engagement and dialogue
 - identifying new/alternative opportunities for public engagement that are accessible and convenient to the public
 - increasing the public's trust that the City genuinely wants input and will take various points of view into consideration

Corporate Business Development Framework

- The purpose of this framework is to improve collaboration between the City's service areas, community stakeholders and other public organizations
- Provides a common business planning process which ensures that programs and services delivered provide value and are responsive to the needs of the community (business cases, community engagement-transparency, accountability)

Diversity Strategy

- Sets a timeline of 2012-2014 to meet objective 3.A – encourage and enhance diverse participation in public engagement activities, and calls for:
 - engagement that features participation in a manner that represents the diversity of our community... supports the goals of the Community Wellbeing Initiative

Strategic Direction 1.1

Engage employees through excellence in leadership

- Leadership and Development Training for Council and Employees
 - Decision Making Excellence - Accountability and Delegated Authority

Strategic Direction 1.3

Build robust systems, structures, and frameworks aligned to strategy

- Information Flow Systems – enable all City employees to be aware of every community engagement activity that is undertaken
- Emergency Management Preparedness – support the incorporation of public input into the development of the new Emergency Management Plan
- Project Planning, Framing and Management – support client involvement, representation and satisfaction

Strategic Direction 2.2

Deliver public services better

- Parks Model – engaging community members to determine what they consider to be must haves in making parks living community centres
- Service and Operational Reviews – engaging the community as part of service area review process
- Community Energy Initiative – creating community buy-in to support the reduction of energy consumption and greenhouse emissions



Strategic Direction 3.2

Be economically viable, resilient, diverse and attractive for business

- Guelph Innovation District – joint University of Guelph/Conestoga College campus proposal, identifying how a new campus will benefit community well being for the City of Guelph

Strategic Direction 3.3

Strengthen citizen and stakeholder engagement and communications

- Canada 150th Anniversary – engaging community members, focusing on youth to co-ordinate events for this celebration
- Economic Development Summit – engagement of strategic stakeholders to identify potential initiatives
- Organizational Roles & Expectations
- Performance Measurement and Tracking Scorecards
- Integrated Performance Reporting Format
- Corporate Calendar Coordination with Service Area Work Plans



City of Guelph Community Engagement Framework

Our Vision

Guelph is an involved, vibrant city where municipal decisions strive to be sustainable and supported by the community.

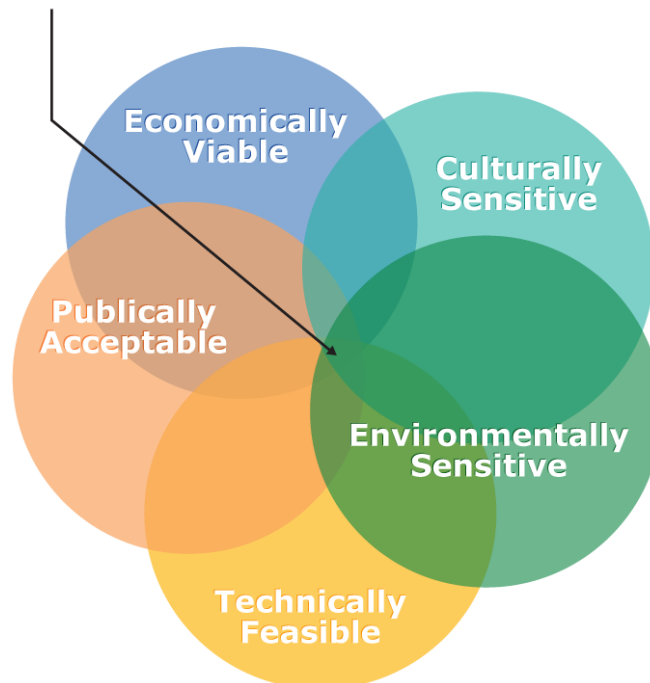
Our Mission

The Community Engagement Framework provides decision makers and community members with a consistent approach that sets a standard of excellence for community engagement processes in the City of Guelph.

This framework is grounded in four pillars and supported by guiding principles, employee and participant responsibilities, worksheets and tools to engage the community. This consistent approach to engaging the community supports City employees to enhance their current engagement activities, to better incorporate the values, interests, needs and desires of our community in the municipal decision making processes.

A coordinated approach to community engagement fosters understanding between individuals. Even those who hold opposing positions can be engaged in conversations that focus on their beliefs and underlying values. Through this approach, City employees will build on common ground and strive to develop sustainable decisions.

Sustainable Decisions



Four Pillars of Community Engagement

Performance – The Community Engagement Framework includes an evaluation component to establish and document the effectiveness of each engagement activity.

Practice – Shifting the corporate culture of the City of Guelph will improve the relationship between the community and the City. By proactively engaging stakeholders, the City will also decrease future expense and employee time needed to correct engagement processes that polarize community members or do not yield community support.

People – Employee development is an integral part of the Community Engagement Framework. In collaboration with the Human Resources department, the Community Engagement team will develop and deliver ongoing learning opportunities to increase employees' ability to plan, implement and evaluate engagement processes.

Policy – A Community Engagement Policy will support the implementation of this framework across all areas of the Corporation.

City of Guelph Community Engagement Framework

Providing decision makers and community members with a consistent and genuine approach that sets a standard of excellence for community engagement processes in the City of Guelph.

Four Pillars Supporting the Practice of Community Engagement

PERFORMANCE

Continue improving through learning and evaluation

PRACTICE

Embed community engagement into the corporate culture of the City of Guelph

PEOPLE

Increase employee capability to design and deliver community engagement

POLICY

Confirm commitment to engage our community

Community Engagement Framework Components

FRAMEWORK

Definitions, Guiding Principles and Roadmap for community engagement

WORKSHEETS

Community Engagement Plan, Stakeholder Identification Sheet, Risk Matrix, Evaluation Sheets, etc.

TOOLKIT

Engagement activities that align to the desired level of engagement, target audience and scope of each project or initiative.

Definitions

Community – A group of people with shared interests or values or who share an environment. This term may be used interchangeably with ‘Public’.

Community Engagement – The process of involving the public in the decision making processes of issues that affect them. This includes techniques that facilitate an informed dialogue amongst participants and encourages them to share ideas and opinions for decision-making.

Engagement – The overarching process of involving the community in decision making processes.

Plain Language – Clear, concise communication designed so the audience will understand the message.

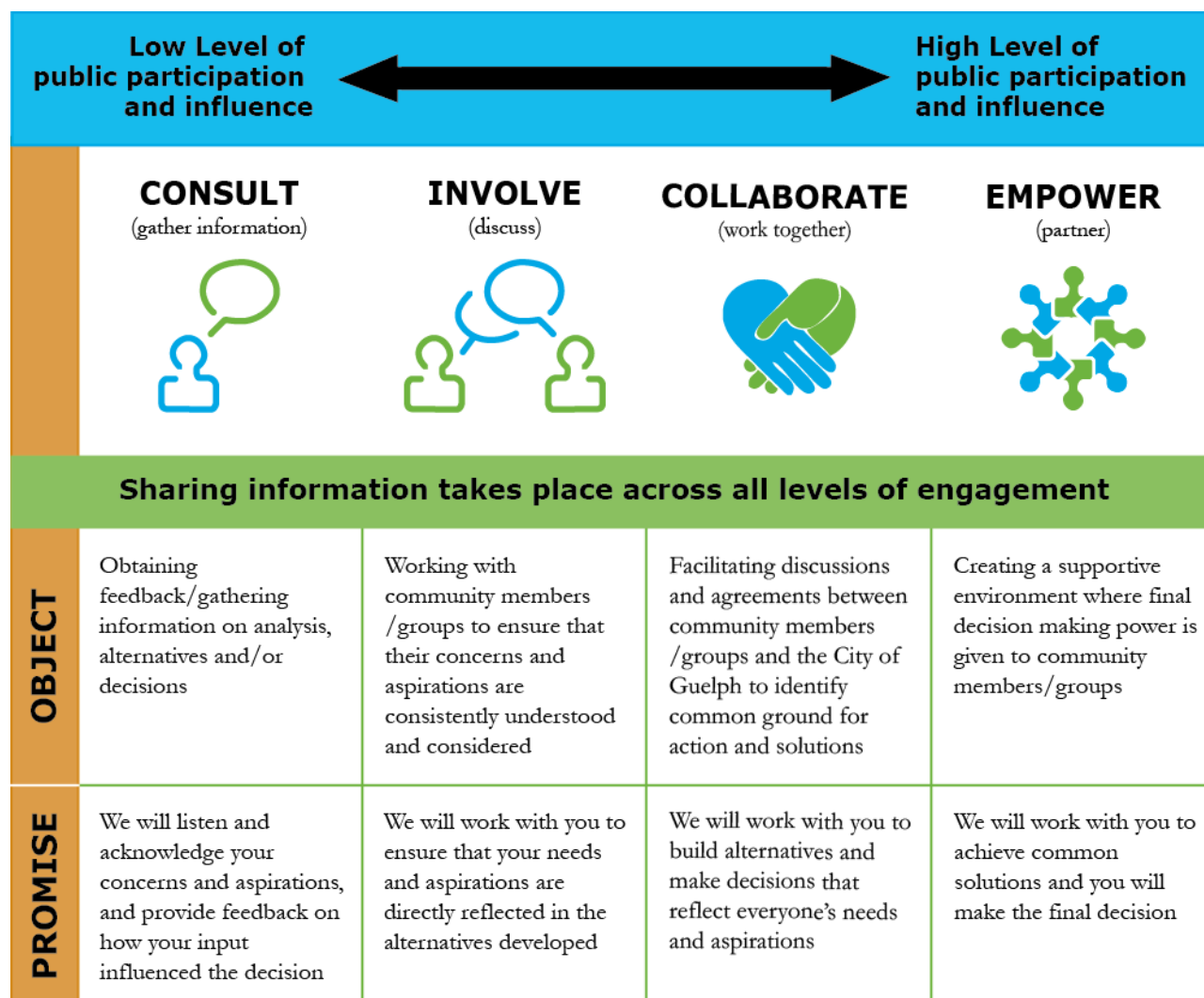
Spectrum of Engagement – The different types of community engagement: Consult, Involve, Collaborate, Empower.

For a **glossary** of other relevant terms, please see **Appendix A**.



Spectrum of Engagement

The spectrum of engagement demonstrates the possible types of engagement with stakeholders and communities, from ‘consult’ through to ‘empower’. As you move through the spectrum from the left to right, there is a corresponding increase in expectation for public participation and impact. The strength of relationships increase through consult, involve, collaborate and finally to empower, where the main focus is not the task but the importance of the relationship.



*The City of Guelph's Spectrum of Engagement has been adapted from the International Association for Public Participation's (IAP2) spectrum

Note: The International Association for Public Participation (IAP2) spectrum includes 'Informing' as a level of engagement. The City of Guelph Community Engagement Framework includes 'informing' as a component of all levels of engagement.

It is sometimes assumed that the level of difficulty involved in the engagement process increases with the level of participation, with ‘consult’ being perceived as easy in comparison to ‘empower’. In reality, where engagement is effective, no part of the spectrum is more difficult or preferable than another. Indeed, the need for different skills, depth and trust in relationships can make all parts of the spectrum both challenging and rewarding.

Most importantly, every community engagement process requires balanced and objective information to assist participants in understanding the question at hand, the alternatives to choose from and the opportunities the decision presents.

"I would suggest that making it easier for people to provide input on community issues would garner more feedback."



Appropriate Level of Engagement

The following questions can help employees identify the appropriate level of engagement depending on what you are trying to do.

| Which statement(s) applies to you? | What you need to do |
|--|-----------------------------------|
| 1. I need to ask residents, groups or specific stakeholders about their views on the decision being made. Their feedback will be considered when the decision is made. | You need to CONSULT |
| 2. I need to get feedback from an individual or group to find out how they will be affected by the outcome of a decision. Their feedback will be considered when the decision is made. | You need to INVOLVE |
| 3. We need to develop joint alternatives, working with community members/groups and employees to propose alternatives that will work for and be supported by those affected by the decision. | You need to COLLABORATE |
| 4. I need to work with a community member or group in a process in which they have the final decision-making power. | You need to EMPOWER |

Decision Making Process

Community Engagement must follow a logical and transparent process that lets community members understand how and why a decision is made. The best way to do this is to integrate community engagement into the decision making process. Below, the needs of the community are identified at each step of the decision making process.

Each step in the decision making process is an opportunity to work with the community to build trust. City employees can lose the trust of community members by failing to involve them until alternatives have been developed, or worse, a preferred alternative has been chosen.

Please see the *Worksheets* section for a [Decision Making Worksheet](#). This will help identify how to engage the community at different levels of engagement throughout the steps of the decision making process.

| Decision Process | Community Needs |
|--|---|
| 1. Define the problem /opportunity and decision to be made | Clear understanding of the scope of the decision |
| 2. Gather information | Full range of objective information about the issue to be addressed |
| 3. Establish decision making criteria | Clear understanding of the criteria by which the alternatives will be evaluated |
| 4. Develop alternatives | Balanced alternatives that include stakeholder issues and concerns |
| 5. Evaluate alternatives | Clear comparison of alternatives |
| 6. Make a decision | Clear understanding of who made the decision and how stakeholder issues were considered |

Guiding Principles for Community Engagement

The following principles build on those approved by Guelph City Council in 1998. They have been updated to reflect emerging community engagement practices. Community engagement at the City of Guelph embraces these principles.

1. **Inclusive:** The City encourages participation by those who will be affected by a decision. The City builds relationships with stakeholders by using a range of tools to engage varied audiences.
2. **Early Involvement:** The City involves the public as early as possible in the community engagement process so stakeholders have time to learn about the issue and actively participate.
3. **Access to Decision Making:** The City designs processes that will give participants the opportunity to influence decisions.
4. **Coordinated Approach:** The City coordinates community engagement activities to use community and City resources effectively.
5. **Transparent and Accountable:** The City designs processes that are open and clear. Stakeholders will understand their role, the level of engagement and the outcome of the process.
6. **Open and Timely Communication:** The City provides information that is timely, accurate, objective, easily understood, accessible, and balanced.
7. **Mutual Trust and Respect:** The City engages the community in a fair and respectful way that fosters understanding between diverse views, values, and interests.
8. **Evaluation and Continuous Improvement:** The City commits resources to evaluating engagement processes to ensure engagement activities are effective.
9. **Equitable Engagement Process:** The City designs engagement processes that allow all community members a reasonable opportunity to contribute and to develop a balanced perspective.



*"Communicate like you are selling something
and your existence depends on it!"*

Community Engagement Team Responsibilities

The Community Engagement team is responsible for implementing the Community Engagement Framework across the Corporation of the City of Guelph. The role of the Community Engagement team is to:

- Work with Human Resources and City employees to develop and implement appropriate community engagement training and supports for City employees
- Consult with City department or project teams to review individual Community Engagement Plans and develop appropriate engagement strategies
- Work with City department or project teams to ensure the Corporation develops robust systems to monitor, record, coordinate and evaluate its community engagement activities
- Evaluate and update the Community Engagement Framework based on clear performance measures, employee feedback and emerging practices, on an annual basis
- Provide timely communications to residents and other stakeholders about the Community Engagement Framework and Policy
- Provide Council and employees with annual performance reports regarding the success of the Community Engagement Framework and Policy

Employee Responsibilities

City employees who are responsible for the design and implementation of community engagement processes will:

- Pursue community engagement with the belief that involving the community leads to better decisions
- Ensure that community engagement activities comply with the Community Engagement Framework and Policy, its processes, worksheets and tools
- Develop project charters or project plans that provide adequate timelines and resources for community engagement
- Notify the Community Engagement team of any planned community engagement activities
- Design engagement processes that reflect the promise made to stakeholders according to the level of engagement
- Design engagement processes that reach out to vulnerable populations
- Ensure all community members who want to be involved are included
- Ensure all communication is clearly presented, balanced and understandable to the target audience
- Ensure that participants are aware of their responsibilities in the engagement process and support participants to fulfill those responsibilities
- Foster long-term relationships based on mutual trust and respect
- Ensure the project report accurately reflects all the feedback received

- Ensure decisions and recommendations acknowledge the needs, values and desires of the community
- Ensure consultants or external organizations undertaking community engagement activities on behalf of a City department comply with Community Engagement Framework and Policy

"Engage the people where they are whenever possible rather than creating a new space and trying to convince the people to come to you."

Participant Responsibilities

Successful community engagement processes require respectful and constructive contributions of participants. Participants are responsible to:

- Pursue community engagement with the belief that community involvement leads to better decisions
- Focus on the decision to be made or the question to be answered
- Recognize the City must consider the needs of the whole community
- Strive to reach sustainable solutions
- Request alternative ways of participating if required
- Listen to understand the views of others
- Identify concerns and issues early in the process
- Participate openly, honestly and constructively, offering ideas, suggestions, alternatives
- Work in the process in a transparent, respectful and cooperative manner
- Stay abreast of the project, engagement activities and related issues
- Provide input and feedback within project timelines
- Encourage others to become engaged, and offer input to the project and engagement activities
- Provide contact information as requested, to receive updates about the community engagement process

Council Responsibilities

As key leaders within the City, the support of City Council is important for successful community engagement. Council is asked to:

- Review information gathered through community engagement processes to inform Council decisions
- Consider appropriate project timelines and resources needed for community engagement

Important Considerations

Please keep the following in mind when developing community engagement plans

Accessibility for Ontarians with Disabilities Act (AODA)

City employees must provide accessible customer service according to the AODA. This may mean doing things in a different way for one person or changing the way we provide a service that will remove barriers for many people.

For guidelines on how to make engagement activities accessible contact the Accessibility Services Coordinator and/or **see Appendix B** for guidelines.

Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)

When obtaining personal information from community members, keep in mind the regulations about how that information may be used. Please contact the Access Privacy and Records Specialist and/or **see Appendix C** for guidelines.

Plain Language

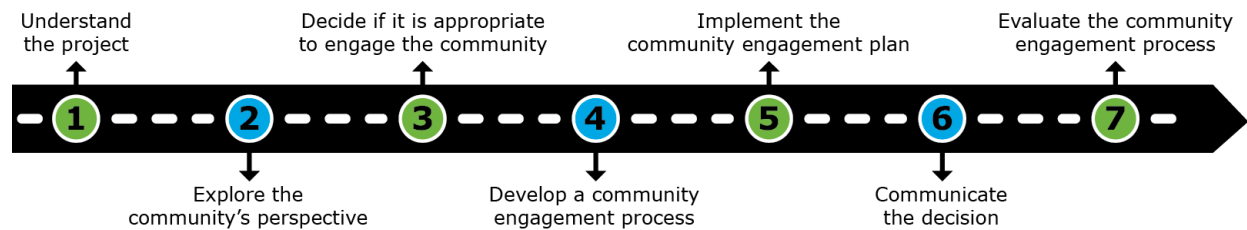
Like good communication of any kind, plain language is clear, concise, and uses simply constructed sentences. Plain language tells the audience exactly what the audience needs to know without using unnecessary words or expressions. It is not baby talk or simplistic, but lets the audience understand the message easily.

Plain language is more than just short words and short sentences — although those are often two very important guidelines for plain language. When you create information in plain language, you also organize it logically to make it easy for the audience to follow. You consider how well the layout of your pages or screens works for your audience. You also ensure that the information you provide is relevant to the audience. What is plain language for one audience may not be plain language for another audience.

Communication that is clear and to the point helps improve all communication because it takes less time to read and understand. It also improves audience response to messages. Using plain language avoids creating barriers that set us apart from our audience.

For more information on plain language please see **Appendix D**.

Roadmap to Community Engagement



Community Engagement Roadmap Steps

Take a moment to answer the following questions. Don't focus on details, just jot down the basics.

Step 1: Understand the Project – From the City's Perspective

- What is the goal of the project?
- Who is involved in this project? (One City department or several? City Council? The whole Corporation? Partner agencies? Other organizations?)
- Who is affected by the project? (Does the final outcome affect some community members? A ward? The whole city?) (see *Stakeholder Identification* worksheet)
- What question do we want to ask those affected by the project? (What is the reason for a community engagement process?)
- Who will make the decision? (Project staff, General Manager, Executive Director, Council, etc.)
- What information will the decision makers need to make the decision?
- What are the timelines?
- What municipal issues or historical factors will impact this project?
- What are the potential impacts on other municipal departments?
- What support/representation do we need, if any, from:
 - Other City departments?
 - Communications staff?
 - Community Engagement team?

Step 2: Explore the Community's Perspective

- a) Does it make sense to engage the community? Explain.
- b) How interested will the community be in the project? Why? (see *Stakeholder Interest* worksheet)
- c) What information do we need from the community? (see *Decision Making* worksheet)
- d) How will the community input be used? (see *Engagement Strategy* worksheet)
- e) What is the scope of the project from the community perspective? What are the potential impacts on:
 - Geographic communities?
 - Communities of interest?
 - Individuals?
 - Others?
- a) What community issues or historical factors will impact this project?
- b) What are the risks in involving the community? (see *Risk Matrix* worksheet)
- c) What are the risks of excluding the community?
- d) List any previous community consultations around this issue.
- e) What factors will influence the engagement process from the community's perspective (time, resources, etc.)?

Step 3: Decide if it is appropriate to engage the Community

So... After answering the questions in Steps 1 and 2, is it appropriate to engage the community in this project?

YES! > COMPLETE A *COMMUNITY ENGAGEMENT PLAN*

(see *Community Engagement Plan* worksheet)

NO! > COMPLETE AN *INTERNAL DECISION FORM*

(see *Internal Decision Form* in the worksheet section)

Please send a copy of this either the completed Community Engagement Plan or the completed Internal Decision Form to the Community Engagement Team.

Step 4: Develop the Community Engagement Plan

- a) Determine the outcomes that are required from the community engagement process
- b) Identify the stakeholders (see *Stakeholder Identification* worksheet)
- c) Identify the level of engagement on the Spectrum (see *Stakeholder Interest* worksheet)
- d) Determine which tools/methods will be used (see *Tools* section)
- e) Establish timelines
- f) Determine the budget
- g) Do a risk assessment (see *Risk Matrix* worksheet)
- h) Complete the readiness test (see *Readiness Test* in Worksheet Section)
- i) Create a Community Engagement Plan (see *Community Engagement Plan* in Worksheet Section)

Step 5: Implement the Plan

- a) Adapt to new information and circumstances
- b) Record information (feedback, comments, etc) in a standard way (see *Data Tracking* and *Community Engagement Evaluation Form* in Worksheet Section)
- c) Provide data gathered from community engagement process to the decision makers
- d) If a decision is not reached because other issues have emerged, develop another engagement plan to address those issues

Step 6: Communicate the Decision

- a) Follow up with process participants to communicate the final decision and how their collective input was used by decision makers
- b) Write a report that briefly outlines the consultation, decision making process and results. Include a section that clearly states how the community input was used or why it was not used
- c) Post this report on the City of Guelph website and distribute it to any participants who requested to be kept informed about the project (see *Community Engagement Activity Registration Card*)

Step 7: Evaluate the process

- a) Use the Guiding Principles for community engagement (see *Community Engagement Project Evaluation* in worksheet section)
- b) Make recommendations to improve future community engagement processes

“Congratulations on building up a lively and marvelous community dialogue in Guelph.”

Appendix A: Glossary of Terms

Appropriate Level of Engagement – Choosing the level of engagement (consult, involve, collaborate or empower) based on three criteria:

1. What is the level of community interest to participate in the decision making process?
2. How complex is the issue?
3. How many people will this decision affect?

An issue that will impact a large portion of the community, that is highly complex and which is likely to involve or interest a large number of people will have a higher level of engagement (moving from consult to involve, or from involve to collaborate). A project that does not have significant impact on the community and which community members are not as interested in participating in, may have a lower level of engagement.

Barriers – A barrier is anything that keeps an individual or group from participating fully in society. A barrier can be visible, invisible, environmental, physical, economic, social or political. Barriers prevent full communication, working together, and progress or achievement. Visible barriers include buildings with steps but no ramp, heavy doors that do not open at the touch of a button or bathroom stalls that are too narrow. Invisible barriers may include high level or confusing information which leaves the participant feeling stupid and intimidated. Sometimes the type of building that houses the meeting is a barrier. For example, some people may feel very uncomfortable attending a meeting in a church, mosque, synagogue, etc.

Collaborate – To work together with community members, by facilitating discussions and agreements between community members/groups and the City, that identify common ground for action and solutions.

Community – A group of people with shared interests or values or who share an environment. This term may be used interchangeably with ‘Public’.

Community Engagement – The process of involving the public in the decision making about issues that affect them. This includes techniques that facilitate an informed dialogue amongst participants, and encourages shared ideas and opinions for decision-making.

Consult – To gather information for analysis on alternatives and/or decisions.

Consultation fatigue – Lack of public interest in consultation initiatives which may be caused by over consultation due to lack of coordination by City departments and/or a perceived lack of results from past consultations.

Customer service – Addressing and resolving a service request, inquiry, problem or transaction with established procedures and pre-identified outcomes. Customer service interactions between City employees and the public are not community engagement processes.

Empower – To partner with community members/groups and create a supportive environment where final decision making power is given to those community members/groups.

Engagement – The overarching process of involving the community in decision making processes.

Internal stakeholders – Internal stakeholders can include members of City Council, a City division, department, service area, committee, or individual City employees. Their involvement is important because their department may be impacted by the decision, their knowledge or expertise may be critical to the project, or their sphere of influence may be helpful in moving the process forward.

Involve – To discuss with community members/groups to ensure their concerns and aspirations are consistently understood and considered.

Outreach – Providing services, information or opportunities to participate in decision making, to communities that may not otherwise be able to access those services, information, or participate in decision making processes.

Plain Language – Clear, concise communication designed so the audience will understand the message.

Promise to the community – The commitment undertaken by City employees when engaging the community. This promise varies depending on the level of engagement. Regardless of the level of engagement, City employees need to follow up with participants to tell them how their input was used to make the final decision.

Public – Groups of individual people. This term may be used interchangeably with ‘Community’.

Risk Tolerance – The level of risk the City is willing to accept in pursuit of its objectives. It can be measured qualitatively with categories such as major, moderate or minor. The level of risk acceptance is directly related to the nature and scope of the project or work.

Social Media – Various online technology tools that enable people to communicate easily via the internet to share information and resources. Social media can include text, audio, video, images, podcasts, and other multimedia communications. Examples include Facebook, Twitter, Tumblr, Stumbleupon, blogs, Google+, YouTube, Pinterest, Instagram, etc.

Stakeholder – Identified or self-identified individuals or groups that are or may be affected by the outcome of a decision.

Sustainable Decision – A decision which is environmentally and culturally sensitive, economically viable, technically feasible and publically acceptable.

Values – Underlying ethical or moral guidelines that shape our choices, opinions and guide our behaviours or actions.

Value based conversation – A technique designed to create a bridge of understanding between individuals/groups with apparently incompatible positions. Value based conversations bring a human element to conversations by exploring positions to identify beliefs and find commonly held values. This common ground is then used to develop alternatives which are acceptable to those individuals/groups.

Vulnerable populations – Individuals and groups of people who may face barriers in participating fully in society and who have increased susceptibility to negative health outcomes or other harm as a result of inequitable access to the resources they need. Vulnerable populations include economically disadvantaged individuals, ethnic minorities, children, seniors, the homeless, those with chronic health conditions or mental illness.



Appendix B: Accessibility Information

City of Guelph employees must provide accessible services according to the Accessibility for Ontarians with Disabilities Act (AODA). Sometimes that might mean doing things in a different way for one person, providing an accessibility accommodation, or changing the way we provide a service that will remove barriers for many people. Accessibility accommodations begin with informing people of a contact person if they require an accommodation under the Accessibility for Ontarians with Disabilities Act, when sending out meeting notices.

Accessibility accommodations may include, but are not limited to:

- Providing information in different formats, such as formatted documents for text to speech software, adjusting colours to provide high contrast or using larger fonts
- Providing written and verbal descriptions of charts, tables, drawings or any other visuals
- Hosting meetings **ONLY** in buildings which are fully accessible to wheelchairs/walkers
- Offering services of an American Sign Language Interpreter for those who are deaf
- Offering assistive devices, such as amplified hearing equipment, to those with hearing loss
- Removing barriers for many people may include, but are not limited to:
 - Providing information in plain language
 - Ensuring that the level of lighting is appropriate for all displays and work areas during meetings
 - Setting up a meeting space that includes aisles wide enough for two people to comfortably pass each other with walkers or wheelchairs
 - Being equally welcoming and accommodating to all participants. Attitudinal barriers are the most prevalent barriers. All participants are residents of our community.

For more information go to ERNIE, click on link below, or contact the Accessibility Services Coordinator at 519-822-1260 x 2670 | TTY 519-837-5688

Accessibility information on ERNIE:

<http://ernie/ServiceAreas/corporateservices/corpproperty/accessibility/default.aspx>



"Know the audience you want to interact with and adjust your activity accordingly"

Appendix C: Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)

The purpose of MFIPPA is to:

1. Protect the privacy of individuals and their personal information held by the Corporation
2. Provide a right of access to information under the control of the Corporation
 - Provides the public with the right to access records held by the City
 - Provides individuals with the right of access to, and request correction of, personal information about themselves held by the Corporation
 - Limited exceptions to the right of access
 - Prevents the unauthorized collection, use or disclosure of personal information by the Corporation
 - Provides for an independent review of decisions made under the MFIPPA Act by the Information and Privacy Commissioner (IPC)
3. A record is: information, however recorded, whether in print, on film, by electronic means or otherwise collected. This includes but is not limited to:
 - Reports, documents, maps, letters, emails, photographs
 - Other various types of media:
 - I. Tape, disk, CD, DVD, microfiche, drawing, film, photograph
4. Personal Information as defined by the MFIPPA Act is information that identifies and individual including:
 - Name, home address, home phone number, home fax number, personal email
 - Ethnic background, skin colour, religion
 - Marital status, sexual orientation
 - Health information
 - Education, financial, criminal history
 - Personal opinions
 - Social Insurance Number (SIN) and Health Card information
5. What is covered by MFIPP Act?
 - All records in the custody or under the control of the Corporation

6. Privacy Protection

- The City collects large amounts of personal information from people in order to provide services and run public programs
- Although we can request information, we cannot demand an individual provide information, however some information may be necessary in order to provide a service
- When we collect information, the MFIPP Act outlines our obligations to protect that information
- We are only permitted to use and disseminate information for the purpose it was collected

7. Personal Privacy:

All releases of information are processed through the City Clerk's office. The City Clerk shall refuse to disclose personal information to any person other than the individual it relates to unless:

- The individual has given prior written consent
- There are compelling circumstances affecting the health and safety of the individual
- Under an Act of Ontario or Canada

8. Employees of the City of Guelph must:

- Understand the obligations under the MFIPP Act
- Use proper records management practices
- Contact the City Access, Privacy and Records Specialist if a request to provide access or correction to records is received

9. Collection of information:

When collecting personal information from the public ensure:

- There is a clearly defined purpose i.e. this information is being collected for the purpose of administering program X
- That notice is given about the purpose of collecting personal information and how that information will be used (the City Access, Privacy and Records Specialist will develop the notice).
- The information collected is used for the stated purpose only (if you collect information for program X i.e. taxation, you cannot use it for program Y i.e. wastewater)
- Whenever you collect, use, disseminate or dispose of personal information you contact the City Clerk's Office for assistance.

For more information please go to ERNIE, the City of Guelph webpage on Access to Information, or contact the Access, Privacy and Records Specialist at T **519-822 -1260 x 2349**

Access to Privacy and Information on ERNIE:

<http://ernie/ServiceAreas/information/services/clerks/Pages/AccessandPrivacy.aspx>

Access to Privacy and Information on the City of Guelph Website:

<http://guelph.ca/city-hall/access-to-information/>

Appendix D: Plain Language

Using plain language in all communications with the public helps to uphold the Guiding Principles of the Community Engagement Framework. Plain language makes community engagement more inclusive, transparent and equitable. It also improves trust and respect for the engagement process and for the City in general. When people easily understand what they are reading, they are more likely to participate. Use plain language in all aspects of engagement, from the letter informing the community of the process, to handouts and displays, to the evaluation feedback sheet. It is often helpful to test terms or diagrams beforehand, with people who are unfamiliar with the content. If they don't understand, the wording needs to be refined.

Guidelines for creating plain language materials

A document, web site or other information is in plain language if the:

1. **Basic approach** specifies and considers who will use it, why they will use it, and what tasks they will do with it. Consider if the basic approach:
 - Identifies the audiences and is clearly created for them
 - Focuses on the major audiences, their top questions and tasks
 - Does not try to be everything to everyone
 - Keeps in mind the average reader's level of technical expertise
2. **Language** minimizes jargon and uses sentence structure, strong verbs, word choice, and other similar techniques to ensure the audience can read, understand, and use the information. Consider if the language:
 - Has a conversational style rather than a stuffy, bureaucratic style
 - Is simple and direct without being too informal.
 - Whenever possible, uses an active voice. When the subject of a verb does something (acts), the verb is in the **active** voice. When the subject of a verb receives the action (is acted upon), the verb is in the **passive voice**.
 - Active voice: Conor hit the ball.
Passive voice: The ball was hit by Conor.
 - Uses reasonably short sections, paragraphs, and sentences
 - Uses sentence structure, especially the verbs, to emphasize key information
 - Uses transitions to show the link between ideas, sections, paragraphs, or sentences
 - Puts titles, headings, and lists in parallel form
 - Uses words familiar to the audience
 - For online information, matches the text of links to the page title the link points to

3. **Design** reinforces meaning and makes it easier for the audience to see, process, and use the information. Consider if the design:
 - Organizes the information in a sequence that's logical for the audience
 - Uses layout to make information easy to find, understand, and use
 - Uses principles of good design, including appropriate typography, font size, line spacing, color, white space, etc.
 - Uses visuals to make concepts, information, and links easier to see and understand
 - For online information, minimizes the number of levels, layers information appropriately, avoids too much on one page
4. **Structure** is well-marked so the audience can find the information it needs. Consider if the structure:
 - Uses many informative headings to guide the audience to the key information most important to them
 - Helps the audience to quickly complete tasks
 - Breaks content into topics and subtopics that match the audience's needs for information
 - For a document, minimizes cross-references
5. **Hierarchy** helps the audience distinguish between critical and less important information. Consider if the hierarchy:
 - Puts the most important information first
 - Omits unnecessary information
 - Uses visual design and language to distinguish between main points and supportive detail
 - Uses advance organizers for the whole, and at the section, paragraph, and sentence levels to give the audience a frame for subsequent information
6. **Author**, whether an individual or an organization, creates a sense of reliability and trustworthiness. Consider if the author:
 - Demonstrates a concern for the audience
 - Anticipates the questions and needs of the audience
 - Uses an appropriate tone for the audience
 - Provides a revision date to show the age of the information
 - Shows how to get additional information
7. **Overall**, the audience can:
 - Understand the main purpose and message
 - Complete the task, if this is being asked
 - See how the design and the content reinforce each other
 - Scan to find information
 - Follow the language easily

Examples of Plain Language

The following examples show how document wording can be changed to plain language.

| Original | Plain Language |
|--|--|
| The participants within the evaluation workshop felt there were a number of factors regarding the evaluation that were working well. | The workshop participants indicated that the following things are going well: • List of points... |
| The whole issue has been raised many times with minimal action resulting from each resulting furore. | We have talked about this many times but nothing has happened. |
| Attached for your information or appropriate action is.... | Attached is... |
| Should you have any questions or concerns regarding the above, please do not hesitate to contact the undersigned. | Please contact me if you have any questions or concerns. |
| It is located in very close proximity to the location of... | It is located close to... |
| Accordingly, your cooperation in ensuring that this policy and By-law are followed is appreciated. | We appreciate your cooperation in following this policy and By-law. |
| Prior to the expiration of the current contract... | Before the contract ends... |
| Delays in the commencement of the project occurred. | The project started late. |
| Waste shall be placed by the occupant of the dwelling house for collection no later than 7:30 o'clock in the forenoon of the day of collection and not earlier than 8:00 o'clock in the evening of the previous day. | Garbage must be out for collection by 7:30 a.m. If you put your garbage out the night before, it should be after 8:00 p.m. |
| The City owns, operates, maintains and recapitalizes physical assets like the parks and public spaces you enjoy. | The City owns, operates and maintains the parks and public play spaces you enjoy. |

Adapted from workshop materials, Ruth Baldwin facilitator Spruce Grove, AB /CAMA / CUPE

Plain Language Resources

For more information on plain language on ERNIE see the Corporate Identity Guidelines and House Style Guidelines:

<http://ernie/ServiceAreas/information services/CorpComm/Pages/GuidesandDocuments.aspx>

<http://ernie/ServiceAreas/information services/CorpComm/Documents/HouseStyleGuidelines.pdf>



Community Engagement Worksheets



Developed by:
The Community Engagement Team
Community and Social Services

Kate Bishop, Supervisor, Community Engagement
Rodrigo Goller, Community Engagement Coordinator
Kelly Guthrie, Community Engagement Coordinator

Worksheets

| | |
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| Internal Decision Form | 29 |
| Data Tracking..... | 30 |
| Community Engagement Activity Evaluation..... | 31 |
| Community Engagement Project Evaluation (Internal) | 34 |
| Community Engagement Event Registration Card..... | 39 |

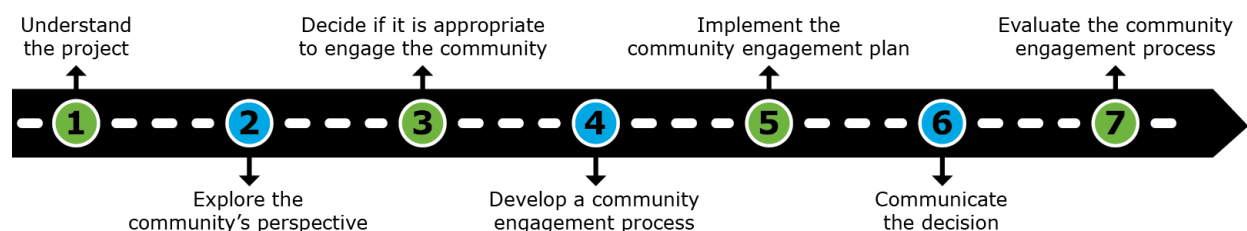
Community Engagement Framework Worksheets

These worksheets will assist you in answering the questions in the Community Engagement Roadmap Steps, and completing a Community Engagement Plan (see page 23).

Please note that if you are able to answer the questions in Roadmap Steps 1 and 2, you may go directly to completing the Community Engagement Plan or the Internal Decision Form. Only use the appropriate worksheets if needed.

For your reference, the roadmap step questions are listed below, showing the corresponding Worksheet.

Roadmap to Community Engagement



Step 1: Understand the Project – From the City’s Perspective

Notes:

- a) What is the goal of the project?
- b) Who is involved in this project? (see Stakeholder Identification pg 6-13)
- c) Who is affected by the project?
- d) What question do we want to ask those affected by the project?
- e) Who will make the decision?
- f) What information will the decision makers need to make the decision?
- g) What are the timelines?
- h) What municipal issues or historical factors will impact this project?
- i) What are the potential impacts on other municipal departments?
- j) What support/representation do we need – if any – from:
 - Other City departments?
 - Communications staff?
 - Community Engagement team?

Step 2: Explore the Community's Perspective

Notes:

- a) Does it make sense to engage the community? Explain.
- b) How interested will the community be in the project? Why? (see Stakeholder Interest pg 14)
- c) What information do we need from the community? (see Decision Making pg 15)
- d) How will the community input be used? (see Engagement Strategy pg 16)
- e) What is the scope of the project from the community perspective?
 - Geographic communities?
 - Communities of interest?
 - Individuals?
 - Others?
- f) What community issues or historical factors will impact this project?
- g) List any previous community consultations around this issue.
- h) What are the risks in involving the community? (see Risk Matrix pg 19-21)
- i) What are the risks of excluding the community?
- j) What factors will influence the engagement process from the community's perspective (time, resources, etc.)?

Step 3: Is it appropriate to engage the community in this project?

YES! > Complete a *Community Engagement Plan* (see Community Engagement Plan pg 23 - 28)

No! > Complete an *Internal Decision Form* (see Internal Decision Form pg 29)

Step 4: Develop the Community Engagement Plan – go to pg 23

- a) Determine the required outcomes for the community engagement process
- b) Identify the stakeholders (see Stakeholder Identification pg 6-13)
- c) Identify the level of engagement on spectrum (see Stakeholder Interest pg 14)
- d) Determine which tools/methods will be used (see Engagement Strategy pg 16)
- e) Establish timelines
- f) Determine the budget
- g) Do a risk assessment (see Risk Matrix pg 19-21)
- h) Complete the readiness test (see CE Readiness Test pg 22)
- i) Create a Community Engagement Plan (see CE Plan pg 23-28)

Step 5: Implement the Plan

- a) Adapt to new information and circumstances (see Data Tracking pg 30)
- b) Record information (feedback, comments, etc) in a standard way (see CE Activity Evaluation pg 31-33)
- c) Provide data gathered from community engagement process to the decision makers
- d) If a decision is not reached because other issues have emerged, develop another engagement plan to address those issues



"Multiple perspectives contribute to a richer understanding of the scope of a decision and the problem or opportunity"

Step 6: Communicate the Decision

- a) Follow up with process participants to communicate the final decision and how their collective input was used by decision makers

- d) Write a report that briefly outlines the consultation, decision making process and results. Include a section that clearly states how the community input was used or why it was not used
- b) Post this report on the City of Guelph website and distribute it to any participants who requested to be kept informed about the project (see Community Engagement Activity Registration Card pg 40)

Step 7: Evaluate the process

- a) Use the Guiding Principles for community engagement (see CE Project Evaluation pg 34)
- b) Make recommendations to improve future community engagement processes



Stakeholder Identification

Use this Worksheet to determine who to include in the community engagement process. Bear in mind that identifying stakeholders may change as process evolves. Be prepared to fill out this sheet more than once!

Remember that there are several factors that may pique the interest of a stakeholder. Consider the following factors as you complete this worksheet:

| | | |
|------------------------------|--------------------------------|------------------------------|
| Geographic boundaries | Communities of interest | Scope of consultation |
| Impact of decision | History of the area | History of the issue |

What is the question being asked in this phase of the community engagement process?

| Individuals | Interested? Y/N/M | Interest? Issue? Opportunity? | Level of interest? H/M/L |
|----------------------------------|----------------------|-------------------------------|--------------------------------|
| Youth and children | | | |
| Seniors | | | |
| Newcomers to Canada | | | |
| Persons with disabilities | | | |
| Minority groups | | | |
| Individual residents | | | |
| People living on a low-income | | | |
| Parents/guardians | | | |
| Others: | | | |
| | | | |

| Agency, Government & Institutions | Interested? Y/N/M | Interest? Issue? Opportunity? | Level of Interest? H/M/L |
|--|----------------------|-------------------------------------|--------------------------------|
| School boards | | | |
| Schools | | | |
| Health/mental health organizations | | | |
| Hospitals | | | |
| Adjacent municipalities | | | |
| Grand River Conservation Authority | | | |
| Seniors residences | | | |
| Provincial government | | | |
| Federal government | | | |

| Community/ Interest Groups/ Business | Interested? Y/N/M | Interest? Issue? Opportunity? | Level of Interest? H/M/L |
|--|----------------------|-------------------------------|--------------------------------|
| Neighbourhood groups | | | |
| Sports/recreation/ groups | | | |
| Businesses/ business associations | | | |
| Transportation providers | | | |
| Industry/industry associations | | | |
| Arts/festivals/historical organizations | | | |
| Multi-cultural organizations | | | |
| Ethno-centric groups | | | |
| Developers | | | |
| Environmental organizations | | | |
| Advocacy groups | | | |
| Alternative lifestyle groups | | | |
| Religious organizations/ communities | | | |
| First Nations groups | | | |
| Others: | | | |
| | | | |

| City departments | Interest? Issue? Opportunity? | Contact |
|--|-------------------------------|---------|
| CAO's Office | | |
| Business Services | | |
| Community Engagement | | |
| Corporate Building Maintenance | | |
| Culture and Tourism | | |
| Parks and Recreation | | |
| City Clerk's Office | | |
| Corporate Communications | | |
| Court Services | | |
| Human Resources | | |
| Information Technology | | |
| Legal and Realty Services | | |
| Downtown Renewal | | |
| Economic Development | | |
| Finance | | |
| Bylaw Compliance, Security and Licensing | | |
| Emergency Services | | |

| | | |
|-----------------------|--|--|
| Guelph Transit | | |
| Public Works | | |
| Building Services | | |
| Engineering Services | | |
| Planning Services | | |
| Solid Waste Resources | | |
| Wastewater Services | | |
| Water Services | | |

| City Council | Level of Interest? H/M/L | Interest? Issue? Opportunity? | Political Considerations? |
|--------------|-----------------------------|-------------------------------|---------------------------|
| Mayor | | | |
| Ward 1 | | | |
| Ward 2 | | | |
| Ward 3 | | | |
| Ward 4 | | | |
| Ward 5 | | | |
| Ward 6 | | | |

| Council Appointed Committees | Interest? Issue? Opportunity? | Contact |
|---|-------------------------------|-----------------------|
| Accessibility Advisory Committee | | Leanne Warren |
| Cultural Advisory Committee | | Astero Kalogeropoulos |
| Downtown Advisory Committee | | Ian Panabaker |
| Economic Development Advisory Committee | | Peter Cartwright |
| Environmental Advisory Committee | | Adele Labbe |
| Guelph Museums Advisory Committee | | Tammy Adkin |
| Heritage Guelph Committee | | Stephen Robinson |
| Locomotive 6167 Restoration Committee | | Derek McCaughan |
| Municipal Property & Building Commemorative Naming Committee | | Rory Templeton |
| Organic Waste Processing Facility Public Liaison Committee | | Catherine McCausland |
| Rivers Systems Advisory Committee | | Adele Labbe |
| Solid Waste Management Master Plan Review Public Steering Committee | | Vivian DeGiovanni |
| Transit Advisory Committee | | Michael Anders |
| Water Conservation and Efficiency Public Advisory Committee | | Wayne Galliher |

| Local Boards & Agencies | Interest? Issue? Opportunity? | Contact |
|---|-------------------------------|-----------------|
| Downtown Guelph Business Association | | Marty Williams |
| The Elliott Board of Trustees | | Trevor Lee |
| Grand River Conservation Authority | | Beverly Parrott |
| Guelph Cemetery Commission | | Paul Taylor |
| Guelph Police Services Board | | Nancy Nodwell |
| Guelph Public Library Board | | Kitty Pope |
| Guelph Sports Hall of Fame Board of Directors | | Rich Grau |
| Wellington-Dufferin-Guelph Health Unit | | Sylvia Muir |

| Corporations | Interest? Issue? Opportunity? | Contact |
|-------------------------------|-------------------------------|--------------|
| Guelph Junction Railway | | Tom Sagaskie |
| Guelph Municipal Holding Inc. | | Donna Jaques |

Stakeholder Interest

It is important to think about those people and groups who are not “the usual suspects”. Consider the different spheres of interest your stakeholders might belong to.

Imagine you like to walk in a neighbourhood a few kilometres from where you live because it has a natural body of water and is home to many species of birds. Every spring, the trails flood the expensive homes that look out over the pond. This problem needs to be fixed.

The primary stakeholders are: homeowners adjacent to the pond and those in the neighbourhood. The secondary stakeholders are those people who use the pathways and enjoy the natural beauty of the area. People who are interested in sustainable development and natural environments would also be in this category.

The tertiary stakeholders might be people who live in the larger community who might want to visit as well as organizations such as Ducks Unlimited who might want to develop places for waterfowl to nest sometime in the future.

What is the question being asked in this phase of the community engagement process?

| Level of Interest | Stakeholder Groups | Interest |
|-----------------------------|--------------------|----------|
| Primary Level of Interest | | |
| Secondary Level of Interest | | |
| Tertiary Level of Interest | | |

Decision Making

Please use this worksheet to identify how to best engage each of the identified stakeholders in the decision making process. This sheet should be completed **AFTER** the Stakeholder Identification and Stakeholder Interest Worksheets, and **BEFORE** the Engagement Strategy and Risk Identification Worksheets.

| Level of Community Engagement | Decision Process Steps | | | | | |
|--|-----------------------------|--------------------|-----------------------------|----------------------|-----------------------|-----------------|
| | Define Problem/ Opportunity | Gather Information | Establish Decision Criteria | Develop Alternatives | Evaluate Alternatives | Make a Decision |
| Consult | | | | | | |
| Involve | | | | | | |
| Collaborate | | | | | | |
| Empower | | | | | | |
| Share Information <i>(Remember to keep the community informed at each step)</i> | | | | | | |

Engagement Strategy

The Community Engagement Strategy will help you define how and when you will engage the various stakeholders you have identified. Take each stakeholder and the identified issue from the Stakeholder Identification Sheet and plug them into this sheet. Start with the group that will have the most interest. Establish your tools, determine their constraints and so on. As you move through the different groups, you will likely find there will be overlaps.

Project/Process: _____ Decision Process Step: _____

What is the question being asked in this phase of the community engagement process?

| Stakeholder | Known issues | Level of engagement & tools | Constraints/ Considerations | Other interested parties to be consulted | Consultation methods for other interested parties |
|-------------|--------------|-----------------------------|-----------------------------|--|---|
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

Communication Plan

Follow the steps below to develop a communications plan. Please contact your Communications

Engagement Strategy

Coordinator as soon as possible – no later than 3 weeks before the event (open house, survey launch etc.) for them to review this plan and support you in promoting the engagement activities via the City of Guelph website, City Pages on the Tribune and the City of Guelph Facebook/Twitter accounts.

| | |
|--|--|
| 1. Communications need & background A brief summary of the issue, challenges and/or opportunities to be addressed through the communications plan, as well as relevant background that may impact how our messages might be received | |
| 2. Communications goals One or more statements of what we are looking to accomplish through our communications efforts | |
| 3. Communications objectives One to five specific and measureable objectives that we want to meet as part of our effort. These should inform our evaluation and measurements | |
| 4. Audiences Identify who we are trying to reach with the communications | |
| 5. Key messages The four to six essential facts we need our audience and/or stakeholders to be aware of and/or understand as the result of our communication | |
| 6. Key internal leaders, spokespersons Who will be speaking on behalf of the City? | |
| 7. Communications approach A statement outlining our overall approach to community engagement (information, recruitment to engagement activities etc.), tone and broad approach to this communications effort | |

8. **Communications activities**

The detailed strategies and tactics – who is going to do what, by when and at what cost – designed to achieve our objectives.

| Activity | Materials/Tools | Timeline/Lead | Budget |
|----------|-----------------|---------------|--------|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

9. **Monitoring and evaluation of communication activities**

How we will know when we have been successful?

Risk Matrix – Impact/Likelihood Scale

Risk tolerance is defined as the level of risk the City is willing to accept in pursuit of its objectives. It can be measured qualitatively with categories such as major, moderate or minor. The level of risk acceptance is directly related to the nature and scope of the project or work.

Categories of Risk

Service delivery – Risk of not meeting customer expectations

Employees – Risk that employees, contractors or other people at the Corporation will be negatively impacted by a policy, program, process or project including physical harm

Public – Risk that the policy, program or action will have a negative impact on residents

Physical Environment – Risk that natural capital will be damaged

Reputation – Risk associated with anything that can damage the reputation of the Corporation

Financial – Risk related to decisions about assets, liabilities, income and expenses including asset management, capital and operational funding, economic development, theft or fraud

Regulatory – Risk related to the consequences of non-compliance with laws, regulations, policies or other rules

Impact/Likelihood Scale

When impact and likelihood are assessed, a risk rating is calculated by multiplying the impact scale by the likelihood scale.

For example: A specific risk has been assessed as having an impact described as “Major”, with a scale of 3. The likelihood of this risk occurring has been assessed as “somewhat likely”, with a scale of 3. The risk rating total is impact multiplied by likelihood, or a total score of 9.

When the Category, Impact, and Likelihood are presented in a chart format, they create a “Risk Matrix”. The risk matrix assigns colours to the resulting score based on the Corporation’s risk tolerance as set out below.

| Impact ↓ | | | | | |
|----------------|--------|------------|----------------------|----------|------------------|
| 4 Catastrophic | 4 | 8 | 12 | 16 | 20 |
| 3 Major | 3 | 6 | 9 | 12 | 15 |
| 2 Moderate | 2 | 4 | 6 | 8 | 10 |
| 1 Minor | 1 | 2 | 3 | 4 | 5 |
| Likelihood → | 1 Rare | 2 Unlikely | 3 Somewhat Likely | 4 Likely | 5 Almost Certain |

Take a moment to consider the risks associated with the planned level of engagement and engagement activities based on the above categories of risk. As a general guideline any identified risk rated as a ten (10) or higher *and* in the red grid of the matrix must have a mitigation plan and the ongoing status will be monitored in a risk register (see below). A risk falling within the yellow grid of the matrix will require an action but resolution may be deferred until more urgent risks have been dealt with. A risk rating falling within the green grid of the matrix should be noted but no action plan is required.

If you have any questions about the Risk Matrix, please contact the **Internal Auditor** at **519-822-1260 x 2243**.

Risk Register

| Risk Factor | Overall Rating (Impact X Likelihood) | Mitigation Strategy <i>(Required if risk falls in the yellow or red zone of the Risk Matrix. Prioritize addressing Risks that rate 10 or more)</i> |
|-------------|---|---|
| | | |
| | | |
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| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |

Engagement Readiness Test

Project/Process: _____

| Readiness Statement | No | Some- what | Yes |
|--|----|---------------|-----|
| We can confirm that a decision has not been made. | | | |
| We know what information the decision makers require and how it will be used. | | | |
| We have a clear understanding of what we need to know from the public and how we will obtain that input. | | | |
| We have identified potential stakeholders and their level of engagement along each stage of the decision making process. | | | |
| We have selected appropriate engagement strategies to obtain input from the public. | | | |
| We are sure there is adequate time for a meaningful engagement process. | | | |
| We have secured the required resources to facilitate an effective community engagement process. | | | |
| We have an inclusion strategy to address potential barriers to participation. | | | |
| We have developed a project plan including key milestones, decision making points and timing. | | | |
| We have identified and considered historical and political factors which may influence this decision making process. | | | |
| We identified and analyzed risks. | | | |
| We have an effective communication plan. | | | |
| We have a project spokesperson. | | | |
| We have confirmed that there are no other conflicting public processes. | | | |
| We know how public input will be collected and communicated to the stakeholders and decision makers. | | | |
| We have a plan to evaluate the engagement process. | | | |
| Our process clearly aligns with Corporate Strategic | | | |

Community Engagement Plan

- Please send a copy of this completed Community Engagement Plan to the Community Engagement Team -

Project: _____

Department/Division Responsible: _____

Project Manager: _____

Consultant (if applicable): _____

Other City Departments or partner organizations: _____

The Community Engagement Promise to the Community:

This plan has been vetted through the Community Engagement Readiness Test ☐

Signature: _____ Date: _____

Background

| | |
|--|--|
| Project Description | |
| Goal of Community Engagement: (impact, complexity, history...) | |
| Project Scope (Staff, Council, community members...) | |
| Decision makers | |
| What information do the decision makers need? | |
| Why is the community being engaged? | |
| Level of Engagement? Explain. (Consult, Involve, Collaborate or Empower) | |
| Which other City departments or partner organizations need to be involved? Why? | |

Community Engagement Methods Strategy

(Refer to the tools of engagement to develop appropriate engagement strategies)

| Stakeholders: | Level of Engagement: | Engagement Strategy: |
|---------------|----------------------|----------------------|
| | | |
| | | |
| | | |
| | | |

Special Outreach Strategy

| Public Requiring Outreach: | Level of Engagement: | Engagement Strategy: |
|----------------------------|----------------------|----------------------|
| | | |
| | | |
| | | |
| | | |

Estimated Budget

| | |
|--|--|
| Contractors/consultants: | |
| Print information and materials: | |
| Paid advertising: | |
| Venue and refreshments: | |
| Participant expenses: (bus tickets, childminding, accommodations) | |
| Other expenses: | |
| Other expenses: | |
| Total Expenses | |

Staff Time

| | |
|----------------------------------|--|
| Event planning: | |
| Communication with stakeholders: | |
| Display preparation: | |
| Engagement activity: | |
| Data management: | |
| Communicate the decision: | |
| Total Staff Time | |

Data Management Strategy

| Methods of receiving feedback (email, phone, etc) | How will this information be recorded? |
|--|---|
| | |
| | |
| | |
| | |
| | |

Communication Activities

Please refer to ‘Communications Plan’ in the Template section.

| Target Audience | Key Messages | Timing | Communications Tool |
|-----------------|--------------|--------|------------------------|
| | | | |
| | | | |
| | | | |
| | | | |

Evaluation Strategy

Please refer to the Guiding Principles in the Community Engagement Framework

| Guiding Principle | How will we achieve this principle? |
|--|-------------------------------------|
| Inclusive: | |
| Early Involvement: | |
| Access to Decision Making: | |
| Coordinated Approach: | |
| Transparent and Accountable: | |
| Open and Timely Communication: | |
| Evaluation and Continuous Improvement: | |
| Equitable Engagement Process: | |

Internal Decision Form

- Please send a copy of this completed Internal Decision Form to the Community Engagement Team -

Project name: _____

Department/Division Responsible: _____

Project Manager: _____

Start/end dates: _____

Stakeholders: _____

| | |
|--|--|
| Project Description: | |
| Impact of Project: | |
| Explain why community engagement is NOT appropriate for this project: | |
| Who needs to be informed of this internal decision project? | |
| How will stakeholders be notified of the changes before the project starts? | |
| How will stakeholders be notified of the changes after the completion of the project? | |

Project Manager Name: _____ Date: _____

Project Manager Signature: _____

Executive Director Signature: _____ Date: _____

Data Tracking

Feedback comes from many places in the digital/electronic age. How will you track the various kinds of feedback you receive? Be sure to record the date and the key point of the feedback. Remember to record personal information in a manner that conforms to MFIPPA.

Potential sources of data:

- Blogs
- Emails
- Letters
- Tweets
- Conversations in parking lots after meeting
- Surveys
- Phone calls
- Comments at special events
- Facebook comments
- Editorials in the newspaper
- Informal input from council
- Formal input from council
- Likes/dislikes on news outlets

Regardless of how the data is received, it should be tracked in a consistent manner. You can use the template below or create something else that meets your needs.

| Date | Source of Information | Key message | Action required |
|------|-----------------------|-------------|-----------------|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

Community Engagement Activity Evaluation

Thank you for participating in today's event. Your feedback is very important to us. Please complete this Community Engagement Evaluation Form and leave it with us before you depart.

How did you learn about this Community Engagement event?

- | | |
|---|---|
| <input type="checkbox"/> The Guelph Mercury | <input type="checkbox"/> The Guelph Tribune |
| <input type="checkbox"/> City of Guelph website | <input type="checkbox"/> E-mail |
| <input type="checkbox"/> Word of mouth | <input type="checkbox"/> Letter/flyer |
| <input type="checkbox"/> Poster | <input type="checkbox"/> Facebook/Twitter |
| <input type="checkbox"/> Other (please specify) | |

How did you participate?

- ☐ Attended event
- ☐ Participated online
- ☐ Other (please specify)

What did you enjoy/like the most about the Community Engagement activity?

If you have an accessibility related need, were your needs met? ☐ Yes ☐ No

Please rate the following statements:

| At the Community Engagement Activity... | Agree | Somewhat Agree | Somewhat Disagree | Disagree |
|--|-------|----------------|-------------------|----------|
| The reason for the event and use of my input was explained | | | | |
| The level of participation was identified (inform, consult, engage/collaborate, or empower*) | | | | |
| I felt my ideas were given serious consideration | | | | |
| Time was effectively managed | | | | |
| My participation was worthwhile | | | | |
| I was given the right information in order to participate meaningfully | | | | |
| I gained new insights/knowledge | | | | |
| There were good opportunities to discuss and participate | | | | |
| I know what needs to be considered in order to move forward | | | | |
| I learned how I will receive feedback | | | | |
| The decision making process and the role of City Council was explained | | | | |

* **Consult** = obtain feedback on analysis, alternatives and/or recommendations;

* **Involve/Collaborate** = work directly with the community throughout the process to develop options and identify preferred directions;

* **Empower** = place final decision making in the hands of the public

On a scale of 1 to 5, what overall rating would you give this event (circle one)?

Outstanding **1** **2** **3** **4** **5** **Poor**

Please share additional comments:

If you would like follow up on this feedback form or the activity you attended, contact the City of Guelph Community Engagement Coordinators:

Kelly.Guthrie@guelph.ca at 519-822-1260 x 2679 or

Rodrigo.goller@guelph.ca at 519-822-1260 x 2676

THANK YOU FOR YOUR FEEDBACK.

The information you have provided will help enhance future Community Engagement events held by the City of Guelph.

Community Engagement Project Evaluation (Internal)

Evaluating the community engagement process is important. The evaluation is not about whether the participants agreed with the final decision but rather, if the process itself was effective. What could have been better? What worked? What didn't work? What was learned to improve future processes?

Often times people want to have answers to the obvious questions such as how many people attended? What did they say? These are important indicators but don't necessarily relate to the public engagement process itself. That is why the City's Guiding Principles for Community Engagement provide the best basis for evaluation.

1. **Inclusive:** The City encourages participation by those who will be affected by a decision. The City will build relationships with residents by using a range of tools to engage varied audiences.

| Indicators | Yes | Partially | No | N/A |
|---|-----|-----------|----|-----|
| A broad representative sample of the public participated in the CE process. | | | | |
| "Hard to engage" stakeholders were involved in the process | | | | |
| Did more people participate in the process than was expected? | | | | |

How many people were involved in the process? Was that more or less than you expected? Why? How could that have been changed? How effective were the efforts to involve "hard to engage" stakeholders?

Comments:

2. **Early Involvement:** The City will involve the public as early as possible in the community engagement process so residents have time to learn about the issue and actively participate.

| Indicators | Yes | Partially | No | N/A |
|---|-----|-----------|----|-----|
| The public was involved as early as possible in the process | | | | |
| Communication about the process was timely and easy to understand | | | | |

Comments:

3. **Access to Decision Making:** The City will design processes that will give stakeholders the opportunity to influence decisions.

| Indicators | Yes | Partially | No | N/A |
|---|-----|-----------|----|-----|
| The process was appropriate to the magnitude of the question at hand. | | | | |
| Information was understandable and unbiased | | | | |

Comments:

4. **Coordinated Approach:** The City will coordinate community engagement activities to use community and City resources effectively.

| Indicators | Yes | Partially | No | N/A |
|--|-----|-----------|----|-----|
| The process was cost-effective | | | | |
| All City departments that needed to be involved in the process were represented and participated. | | | | |
| The process was designed to respect stakeholders' time constraints <ul style="list-style-type: none"> • Use of electronic participation methods whenever possible • Easy to understand information • A variety of ways to participate • Meetings were held in buildings close to stakeholders' homes | | | | |

Comments:

5. **Transparent and Accountable:** The City will design processes that are open and clear. Participants will understand their role, the level of engagement and the outcome of the process.

| Indicators | Yes | Partially | No | N/A |
|--|-----|-----------|----|-----|
| The participants understood the process and how the decisions were made. | | | | |
| The participants understood how their input was used. | | | | |
| The decision makers considered the participant's input | | | | |

Comments:

6. **Open and Timely Communication:** The City will provide information that is timely, accurate, objective, easily understood, accessible, and balanced.

| Indicators | Yes | Partially | No | N/A |
|---|-----|-----------|----|-----|
| Information was understandable and unbiased | | | | |

Comments:

7. **Mutual Trust and Respect:** The City will engage the community in a fair and respectful way that fosters understanding between diverse views, values, and interests.

| Indicators | Yes | Partially | No | N/A |
|--|-----|-----------|----|-----|
| Participants felt respected and their views valued | | | | |
| Participants understood how their input was used. | | | | |
| The decision makers considered participant's input | | | | |

What was the quality of their input (i.e. check boxes = low quality, open ended questions = high quality)? Were the handouts/PowerPoints/surveys/etc. easily understood by the participants? What required explanation? How could that have been improved?

Comments:

8. **Evaluation and Continuous Improvement:** The City will commit resources to evaluating engagement processes to ensure engagement activities are effective.

| Indicators | Yes | Partially | No | N/A |
|--|-----|-----------|----|-----|
| An evaluation process was included in the community engagement plan and was completed. | | | | |
| Recommendations for improvements are noted and acted upon. | | | | |

Comments:

9. **Equitable Engagement Process:** The City will design an engagement process that allows all members of the public a reasonable opportunity to contribute, developing a balanced perspective.

| Indicators | Yes | Partially | No | N/A |
|--|-----|-----------|----|-----|
| The community engagement process was unbiased. | | | | |
| There were a variety of ways for participant involvement in the process. | | | | |

Comments:

Community Engagement Event Registration Card

- ☐ I wish to be kept informed about this project.
- ☐ Please let me know about other opportunities to provide input to projects in my neighbourhood.
- ☐ Please let me know about other opportunities to provide input to projects in the City of Guelph.

Name: _____

Address: _____

Phone: _____

Email Address: _____

(if applicable)

Notice of collection:

The personal information on this form is collected pursuant to the *Municipal Act, 2001* and in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*. This information will be used for the purposes of participation in, and administration of Community Wellbeing Initiative within the City of Guelph. At no time will your personal information be used or disclosed without your express written consent. Questions regarding this collection should be directed to the City of Guelph Access, Privacy and Records Specialist at 519-822-1260 x 2349.

Community Engagement Event Registration Card

- ☐ I wish to be kept informed about this project.
- ☐ Please let me know about other opportunities to provide input to projects in my neighbourhood.
- ☐ Please let me know about other opportunities to provide input to projects in the City of Guelph.

Name: _____

Address: _____

Phone: _____

Email Address: _____

(if applicable)

Notice of collection:

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Community Engagement Tools



Developed by:
The Community Engagement Team
Community and Social Services

Kate Bishop, Supervisor, Community Engagement
Rodrigo Goller, Community Engagement Coordinator
Kelly Guthrie, Community Engagement Coordinator

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Tools to Share Information

These tools can be used to promote any engagement activity. Consider using multiple tools to reach the target audience in a variety of ways. The more people see the message, the more likely they are to remember it. Note that tools in this section are NOT suitable to engage community members, however they are useful to let people know that there is an opportunity to participate in an engagement activity.

| Blogs Inform | | |
|---|--|---|
| Blogs are discussion or information web pages that have an established following. Engagement activities can be promoted via blog. The following blogs are active: Mayor's Farbridge , Councillor Furfaro , Councillor Findlay , Councillor Guthrie , Councillor Piper , Guelph Civic League , 59 Carden Street , etc. | Use When: <ul style="list-style-type: none"> •The target audience is/includes the community at large •Community members are asked to share the invitation amongst their social and/ or professional networks | Avoid When: <ul style="list-style-type: none"> •Target audience may not have access to the internet |
| Central Information Contact Inform | | |
| A designated City employee serves as a single point-of-contact for inquiries about the project or initiative. | Use When: <ul style="list-style-type: none"> •The City needs to provide reliable access to information and address concerns raised by people •There is a high level of community interest over issues/project •Rapport needs to be built between City and community members | Avoid When: <ul style="list-style-type: none"> •The City employee appointed to be the main contact may not have all the answers about the project or issues |
| Earned Media Inform | | |
| Media coverage that is free because reporters or publications find the topic interesting or newsworthy. | Use When: <ul style="list-style-type: none"> •The project/issue is of interest to the community at large •Credibility/popularity of a media source can be leveraged to promote the project/issue | Avoid When: <ul style="list-style-type: none"> •Issue is too complex or not newsworthy; media contact may choose to 'edit/adjust' information or not publish it •The message or information made public requires a high level of control |
| EventBrite Inform | | |
| An event ticketing system that creates an online registration page. When participants register, their contact information and additional information can be collected (accommodation requirement, dietary restrictions, etc). | Use When: <ul style="list-style-type: none"> •There is a specific event with set date and venue such as a workshop, symposium, etc. •Registration for the event is required •Participants need to receive additional information before the event •Participants can share the event invitation via their social network | Avoid When: <ul style="list-style-type: none"> •Email addresses for target audience are unknown or not available •Target audience may not have access to the internet |

| Fact Sheets/FAQ's Inform | | |
|---|--|---|
| Frequently Asked Questions (FAQ's) or Fact Sheets provide information about a particular issue or project, usually in one or two double-sided pages, available online and at any in-person meetings. | Use When: <ul style="list-style-type: none"> • It is necessary to provide greater detail about a project or issue • Stakeholders' concerns or issues have been identified or may be anticipated • Stakeholders may not have a common understanding of an issue | Avoid When: <ul style="list-style-type: none"> • The project or issue cannot be explained using plain language • The information would take more than two double sided pages to explain |
| Flyers/Posters Inform See Page 27 | | |
| Print information inviting participation in a decision making activity or process. They can be posted or hand delivered in public areas such as Service Guelph, public libraries, community centres, bus terminals, etc. | Use When: <ul style="list-style-type: none"> • The target audience includes patrons of venues where flyers are posted/delivered • Flyers/Posters are used in conjunction with other methods; Posted/distributed print materials can easily be missed or ignored as advertisements | Avoid When: <ul style="list-style-type: none"> • Target audience is mainly youth • Information may not be easily conveyed in a few words • There is not enough staff support to post or deliver print materials |
| Newsprint Ads Inform See Page 33 | | |
| Print advertisements on newspapers, magazines, newsletters, etc. The City has dedicated 'City Pages' on the Guelph Tribune which are printed every Tuesday and Thursday. Other local publications include Snap Guelph , the Ontario , The Peak , and Guelph Mercury . | Use When: <ul style="list-style-type: none"> • The target audience is/includes the community at large • The project/activity must comply with legislated requirements • Anyone is welcome to participate in the engagement activity | Avoid When: <ul style="list-style-type: none"> • There are limited funds/time to promote the project • There is no need to engage the community at large (for example, when issue only affects residents in one street) |
| On-Line Advertisements Inform | | |
| Advertisements on Google, Facebook, twitter, newspaper websites, blogs and other internet locations. These can sometimes (Facebook, Google, etc) be targeted to specific demographic groups. | Use When: <ul style="list-style-type: none"> • The target audience is not captured with conventional methods like newspaper, direct mail, etc. • The message can be conveyed in few words, with an image or short video | Avoid When: <ul style="list-style-type: none"> • The target audience may not have access to the internet • The engagement activity is not open to the community at large |
| Post Cards/Door Hangers Inform | | |
| Well designed postcards and door hangers can stand out from other print ads and may be more effective than flyers/posters at grabbing people's attention. Stick-on handbills can also be used instead of conventional door hangers. | Use When: <ul style="list-style-type: none"> • The target audience has a defined geographic scope (for mailing of post-cards or distributing of door hangers) • There is a short timeline to share information | Avoid When: <ul style="list-style-type: none"> • Message is not easy to convey in few words • There is limited budget (to mail out) or staff capacity (to distribute door-hangers) |
| Presentations Inform | | |
| A presentation is a process of offering information in person, for consideration or explanation or to | Use When: <ul style="list-style-type: none"> • The target audience includes the group attending the presentation | Avoid When: <ul style="list-style-type: none"> • The message is intended for the population at large and there is no |

introduce someone or something. Presentations can be organized at already established meetings for service clubs, special interest groups, community or non-profit organizations, faith groups, businesses, etc. Presentations can leverage the personal networks of those who participate.

- The audience needs to be persuaded to better understand the issue and explore different perspectives
- Information can be shared in a fun or dynamic format
- The City needs to build trust and rapport with individuals or groups

- capacity or time to organize multiple presentations
- The information being presented does not match the interests or the technical capacity of the target audience

Promotional Videos

Inform

Short videos suitable for online distribution. Highly effective when compared to traditional 'print' ads.

Use When:

- The target audience is/includes the community at large or youth
- A high profile project/initiative is being promoted
- The City needs to be 'innovative' and go the extra mile to engage community members

Avoid When:

- The issue can be easily misinterpreted
- There is not enough time or funds to develop the video

Radio/TV Advertisements

Inform

See Page 37

Short recorded (audio or video) messages that are broadcasted to create awareness or invite the community to participate in an engagement activity or provide feedback into a project or issue.

Use When:

- The target audience is/includes the community at large
- The message can be conveyed in a few sentences

Avoid When:

- The message is not easy to convey in a few sentences
- The engagement activity is not open to the community at large

Signage

Inform

See Page 39

Posters or billboards on the side of the road (mobile signs, sandwich boards, etc) or banners like those above the Norfolk Bridge.

Use When:

- A large audience needs to be reached
- The project/activity must comply with legislated requirements
- The target audience is based on or around a geographic area

Avoid When:

- Information cannot be conveyed with a few words
- The target audience does not include people who drive

"My experience has been that people often wish to share their story or make a complaint. The challenge is to engage people by listening and linking their stories with your agenda."



Tools to Share Information and Consult

These tools can be used to both share information and to get information when consulting with community members. Note that some of the tools in the first section (Tools to Share Information) should also be used to promote the engagement activities.

| City of Guelph Website | Inform - Consult | See Page 23 |
|---|--|---|
| Information posted on the City of Guelph website can be accessed through a link from other online advertisements. This is a good way to maintain an online presence and make documents or other information available to the public. | Use When: <ul style="list-style-type: none"> • The engagement activity is open to the community at large • Additional documents or information will be made available • Other tools will be used to promote that the information is available on the City of Guelph website | Avoid When: <ul style="list-style-type: none"> • The target audience may not have access to the internet • Documents provided are very large as users may have trouble downloading big files |
| Email/Direct Mail | Inform - Consult | |
| Direct email or direct mail messages with identified stakeholders are the primary ways of providing information and consulting. Please note that personalized emails and letters are more likely to be read than generic messages. Emails can be managed through 'list-servers', electronic mailing lists where one person can send communications to a large number of people using a single email address. Emails and direct mail can be effective in any situation | Use When: <ul style="list-style-type: none"> • All stakeholders have been identified and (1) their contact mail/email is available and when using email, (2) stakeholders have given permission to be contacted • The project/activity must comply with legislated requirements | Avoid When: <ul style="list-style-type: none"> • The topic of information or consultation is not something the individual has given permission to be contacted about. • Direct mail/Emails is the only information sharing tools being used to reach the target audience |
| Expert Panels | Inform - Consult | |
| A public meeting in which subject area experts are invited to discuss an issue. Attendees can ask questions that clarify a complex issue. This will inform stakeholders and City employees on specific technical issues around a project. | Use When: <ul style="list-style-type: none"> • Specific or technical answers are needed to address questions, comments or concerns raised by stakeholders • The information that needs to be provided is too complex for a Fact Sheet or FAQ • Scientific misinformation needs to be dispelled • There are questions about motives and impartiality. External experts can mitigate those questions and increase trust | Avoid When: <ul style="list-style-type: none"> • Impartial technical experts (who are not City employees) are not available • There is not enough time or resources to organize the expert panel |

| Facebook | Inform - Consult | |
|--|---|--|
| <p>Social media platform where ‘events’ can be advertised and participants can promote those events within their social network. Facebook is one of the most widely used social media platforms and is considered an effective way to promote events.</p> | <p>Use When:</p> <ul style="list-style-type: none"> •The message needs to reach a large audience and the engagement activity is open to the community at large •Stakeholders are invited to participate in an event or sessions •Comments or feedback can be solicited from the community at large | <p>Avoid When:</p> <ul style="list-style-type: none"> •The number of participants needs to be controlled •The target audience may not have access to the internet |
| Field Trips | Inform - Consult | |
| <p>Tours of a project site or a comparable site led by a project manager or another well informed City employee or consultant, for stakeholders, community members, media and elected officials to gain a greater understanding of issues and implications.</p> | <p>Use When:</p> <ul style="list-style-type: none"> •The City needs to develop rapport with stakeholders •Project or issue is complex and may not be explained easily using other methods •There is misinformation about the physical scope or impact of the proposed project | <p>Avoid When:</p> <ul style="list-style-type: none"> •A large number of participants need to be involved •Project site may reveal unintended conditions •There could be a demonstration against the project |
| Information Kiosk | Inform - Consult | |
| <p>A temporary station or field office set up in a public space where project information is available and City employees can interact directly with community members. Information kiosks can be set up at festivals, events, malls, arenas, etc.</p> | <p>Use When:</p> <ul style="list-style-type: none"> •The community at large will be affected by the project •The City wants to build rapport with community members •Community members are invited to participate in a consultation or to provide brief via a survey or questionnaire | <p>Avoid When:</p> <ul style="list-style-type: none"> •The issue is highly political and the stationed City employee may be at risk from angry individuals •There is no supporting documentation for individuals to take with them •The issue is not of interest to the community at large |
| Open Houses | Inform – Consult | See Page 35 |
| <p>An open house is a public meeting where participants can visit information stations and discuss topics with project staff or technical experts. These are informal meetings and any information being presented should allow participants to self select the pieces of information which interests them, and participants should be able to work at their own pace.</p> | <p>Use When:</p> <ul style="list-style-type: none"> •The target audience is/includes the community at large •The audience needs to be persuaded to better understand the issue and explore different perspectives •The City needs to build trust and rapport with individuals or groups •The project has several or complex components | <p>Avoid When:</p> <ul style="list-style-type: none"> •In depth consultation is required •City employee resources are not available to appropriately respond to questions •Appropriately sized and physically accessible spaces are not available |

| Telephone Hotlines | Inform – Consult | |
|---|---|---|
| <p>A local (or toll free), well promoted telephone number where community members can call to seek information, ask questions or even submit comments.</p> | <p>Use When:</p> <ul style="list-style-type: none"> •The message needs to reach a large audience and the engagement activity is open to the community at large •The City needs to build trust and rapport with individuals or groups •The project has several or complex components | <p>Avoid When:</p> <ul style="list-style-type: none"> •The project may not be of interest to the community at large •Components of the project require visual aids and may not be easily described in a telephone conversation |
| Telephone Town Halls | Inform - Consult | |
| <p>Formal meetings held like ‘conference calls’, where participants can join the session from the comfort of their home. Telephone town halls are recorded and this can be posted on the City website for those who were not able to participate in the call.</p> | <p>Use When:</p> <ul style="list-style-type: none"> •The community has a high level of interest on the project or issues •The community-at-large should be encouraged to participate •It would be beneficial for participants to hear each other’s questions and concerns •The City needs to develop trust and increase transparency over the issue or project | <p>Avoid When:</p> <ul style="list-style-type: none"> •There may not be much interest from community members |
| Town Hall Meeting | Inform - Consult | |
| <p>Formal meetings with scheduled presentations. These meetings are often legislated to provide opportunity for the public to speak directly with staff or council members. These meetings are open to the public at large.</p> | <p>Use When:</p> <ul style="list-style-type: none"> •The project/activity must comply with legislated requirements •Community members should hear what each other has to say •Community members would benefit from directly interacting with project staff •Technical information will be presented using graphics | <p>Avoid When:</p> <ul style="list-style-type: none"> •There is no legislated requirement to host a public meeting •The issues are highly controversial and community input needs to be managed |
| Twitter | Inform - Consult | |
| <p>Social media messaging tool where short messages (140 character limit) can be shared between individuals. Corporate Communications manages the City of Guelph Twitter account.</p> | <p>Use When:</p> <ul style="list-style-type: none"> •The message needs to reach a large audience and the engagement activity is open to the community at large •The target audience includes youth •Messages can be expressed in less than 140 characters | <p>Avoid When:</p> <ul style="list-style-type: none"> •The project deals with sensitive or complex issues that could be misunderstood or misinterpreted •There is not enough staff capacity to monitor and provide timely and accurate responses to twitter messages |

Ward Meetings

A meeting designed for City employees, Councillors or Mayor, consultants, key stakeholders or community groups to provide information and facilitate discussion of City wide projects. Can also be used to discuss neighbourhood or Ward specific issues.

Inform - Consult**Use When:**

- Issues are specific to Wards or neighbourhoods
- The engagement activity is open to the community at large or all members of specific neighbourhoods or Wards
- Misinformation about a project needs to be clarified

Avoid When:

- There is no clear question being asked of the participants
- There are other “hot” topics of discussion could take over the original intent of the meeting



Tools to Consult, Involve and Collaborate

These tools can be used to consult, involve and collaborate with community members. The goal of involving is to obtain more in-depth information for City employees to develop alternatives and decisions to be made. The goal of collaborating is to have City employees and community members participate in a dialogue to develop alternatives and recommend solutions that take into account the hopes and concerns of all stakeholders.

| Advisory Committees | Consult – Involve | See Page 19 |
|---|--|--|
| <p>Advisory Committees of Council allow dedicated community members to provide input in into specific issues on an ongoing basis. The City of Guelph has 15 advisory committees:</p> <ul style="list-style-type: none"> • Accessibility Advisory Committee • Cultural Advisory Committee • Downtown Advisory Committee • Economic Development Advisory Committee • Environmental Advisory Committee • Guelph Museums Advisory Committee • Heritage Guelph • Locomotive 6167 Community Advisory Committee • Municipal Property and Building Commemorative Naming Committee • Organic Waste Processing Facility Public Liaison Committee • Rivers Systems Advisory Committee • Solid Waste Management Master Plan Review Public Steering Committee • Transit Advisory Committee • Water Conservation and Efficiency Public Advisory Committee | <p>Use When:</p> <ul style="list-style-type: none"> • The project or components of the project fall within the mandate of any Advisory Committee of Council. Please see the information sheet for each Committee's mandate | <p>Avoid When:</p> <ul style="list-style-type: none"> • The project or initiative is not relevant to the Advisory Committee of Council |

| Backcasting | Consult - Involve – Collaborate | |
|--|---|---|
| <p>A meeting technique used to develop a road-map of actions needed to reach a desired end goal. The end-goal can be decided before the session or developed through a visioning process. The back casting session focuses on visioning the future goal back through incremental stages to the present, and collaboratively identifying the actions needed to move the community towards the end goal.</p> | <p>Use When:</p> <ul style="list-style-type: none"> •The project can leverage participant’s knowledge, experience and networks •It is possible to take different and innovative approaches to accomplish the project goal •The City wants to build rapport with community members by involving them early in the project design stage | <p>Avoid When:</p> <ul style="list-style-type: none"> •The process to develop and implement a project or initiative has already been defined |
| Delphi Process® | Involve – Collaborate | |
| <p>The Delphi Processes is a method of obtaining agreement on issues amongst a group of people without the need for in-person group meetings. It involves several iterations of participant responses to a questionnaire (online or via mail), where the results are tabulated and the questions/position is sent back to all participants until additional rounds do not result in significant changes.</p> | <p>Use When:</p> <ul style="list-style-type: none"> •The community engagement timelines allow for community involvement over several weeks or months •The City wants to leverage the knowledge, skills and experience of a large number of individuals without requiring that they meet in person •The consultation is open to participants from different geographic locations | <p>Avoid When:</p> <ul style="list-style-type: none"> •The topic may not hold people’s interest for more than one round of answers •City employees are not available to compile responses and follow up with all participants during each round of questions |
| Design Charrettes | Involve - Collaborate | |
| <p>Sessions where participants become involved in the design of project features. Design Charrettes have traditionally been used in urban planning meetings and can be used to involve participants in the development of alternatives.</p> | <p>Use When:</p> <ul style="list-style-type: none"> •The project allows for stakeholders to participate in the design stage •There is flexibility to allow for creative ideas •The City is open to developing partnerships & working relationships with stakeholders •The City needs to develop trust and show transparency | <p>Avoid When:</p> <ul style="list-style-type: none"> •There is not enough time or employee resources to accommodate participant input •There is not a suitable amount of technical information to support the Charrette •The project is highly controversial and could be derailed by participants who have other issues •There is no flexibility to incorporate what is discussed in the session/s into the final design |

| Electronic Forums | Consult - Involve - Collaborate | |
|--|---|--|
| A web page where individuals register and participate in an on-line discussion. Participants register and are free to access the forum from anywhere at any time. This allows people to provide input at their own pace. | Use When: <ul style="list-style-type: none"> •The target audience may not be able to attend in-person meetings •The project is highly complex and participants would benefit from having flexibility to provide input at their own pace •The project requires more meaningful/in-depth feedback than can be obtained during one in-person meeting | Avoid When: <ul style="list-style-type: none"> •The target audience may not have internet access •City employee support to maintain the forum is not available |
| Focused Conversations | Consult – Involve - Collaborate | |
| <p>A structured approach to exploring a challenging situation or difficult issue by using series of questions arranged in four stages:</p> <p>Objective – review facts</p> <p>Reflective – review emotional response to the issue</p> <p>Interpretative – review meaning of those responses in light of the facts</p> <p>Decisional – consider future action</p> | Use When: <ul style="list-style-type: none"> •The decision makers need to understand how community members feel about an issue and how the decision will personally affect them •The discussion could benefit from sessions with families or close knit community groups | Avoid When: <ul style="list-style-type: none"> •Working with very large groups |
| Focus Groups | Consult | See Page 29 |
| Focus groups convene 6-8 participants to participate in an in-depth discussion about an issue. An established format and trained facilitator can effectively ‘dig deeper’ for participants’ insight. | Use When: <ul style="list-style-type: none"> •The project or issue is complex and requires in-depth exploration •The City needs to provide opportunities for input from underrepresented individuals | Avoid When: <ul style="list-style-type: none"> •There is only sufficient resources for one engagement activity – focus groups work well in coordination with other engagement tools •Skilled facilitators are not available |
| Key Informant Interviews | Consult | See Page 31 |
| Interviews with identified stakeholders or technical area experts to obtain in-depth information about their views on a particular issue. | Use When: <ul style="list-style-type: none"> •The project is highly controversial and City employees would benefit from speaking with different stakeholders to gather information •The project requires baseline data against which to measure change/progress •The City wants to build rapport with participants | Avoid When: <ul style="list-style-type: none"> •Stakeholders would benefit from hearing each other’s views •There is a perceived lack of transparency around the project |

| Kitchen Table Discussions | Consult | |
|---|--|---|
| <p>Informal meetings of community members with no City employees present, to discuss a specific topic, record their comments and provide this information back to project staff for consideration.</p> | <p>Use When:</p> <ul style="list-style-type: none"> • Stakeholders can invite neighbours, friends and family to provide feedback and suggestions • Identified stakeholders may not otherwise become involved in municipal events or activities • The City needs to build rapport with participants | <p>Avoid When:</p> <ul style="list-style-type: none"> • The process of information collection needs to be controlled • There is a risk of information being misinterpreted |
| MetroQuest | Consult - Involve | |
| <p>MetroQuest is digital engagement software that allows participants to provide feedback on community priorities, transportation and urban planning, scenario exploration and funding and budgeting alternatives via their personal computers/tablets, electronic kiosks or facilitated interactive meetings.</p> | <p>Use When:</p> <ul style="list-style-type: none"> • The project is larger and the City needs to make an effort to engage a large number of stakeholders • The City wants to show innovation and make it easy for stakeholders to provide input into the project | <p>Avoid When:</p> <ul style="list-style-type: none"> • There are limited timelines to develop the engagement strategy • The City may be criticized for spending too much on this project • There are limited funds to engage the community |
| Open Space Technology | Consult - Involve - Collaborate | |
| <p>This is an approach for hosting public meetings that focus on a specific and important purpose or task. It starts without any formal agenda, beyond the overall purpose or theme. Open Space Technology pairs well with other tools such as revolving conversations, design charrettes, backward design planning exercises, etc.</p> | <p>Use When:</p> <ul style="list-style-type: none"> • Participants are able to set priorities and focus on what they care most about • During the initial stage of the project, to define the issues and identify synergies with community groups or individuals | <p>Avoid When:</p> <ul style="list-style-type: none"> • The method of information gathering needs to be controlled • There is a risk that participants will take a direction which the City is not able to support • Information can easily be misinterpreted |
| Revolving Conversations | Consult - Involve - Collaborate | |
| <p>A meeting that is designed to facilitate meaningful conversations on controversial topics in various group sizes. Conversations occur without facilitation in several small groups.</p> | <p>Use When:</p> <ul style="list-style-type: none"> • Participants would benefit from building rapport and listening to each other's views and perspectives • The issues are controversial • Appropriate venues and extended meeting times can be arranged | <p>Avoid When:</p> <ul style="list-style-type: none"> • There is a high level of distrust towards the meeting organizer or among participants • A meeting space for several small group discussions is not available |

| Surveys/Comments Forms | Consult | |
|--|---|--|
| <p>Surveys are tools to obtain specific information from respondents. Comment forms can be used to obtain more general information from respondents. Surveys and forms may be completed online or handed out in public meetings.</p> | <p>Use When:</p> <ul style="list-style-type: none"> • Information needs to be gathered from a large number of people • The views of less vocal participants may not be heard in a meeting • Identified stakeholders may not be able to attend meetings • The City needs to compare the needs and preferences of participants | <p>Avoid When:</p> <ul style="list-style-type: none"> • Stakeholders would benefit from speaking with each other • City employees are not clear on what information is needed |
| Symposium | Consult - Involve - Collaborate | |
| <p>A meeting or conference designed to discuss a particular topic. This may involve multiple speakers and multiple aspects to the topic. Symposiums usually require a half or full day.</p> | <p>Use When:</p> <ul style="list-style-type: none"> • Participants would benefit by hearing from technical experts with different views on a particular topic • The issue or project is highly complex and multiple activities would help participants develop informed feedback • The City needs to highlight and create excitement about a topic | <p>Avoid When:</p> <ul style="list-style-type: none"> • There is a danger of being criticized for spending too much on resources for the particular project • There is not significant stakeholder interest in the topic |
| Unconference | Consult - Involve - Collaborate | |
| <p>This is a participant-driven meeting. It tries to avoid one or more aspects of a conventional conference, such as high fees, sponsored presentations, and top-down approaches.</p> | <p>Use When:</p> <ul style="list-style-type: none"> • Participants have the ability to take discussions in any direction, such as the problem definition stage of a project • Identified stakeholders may feel disengaged by standard, structured meetings • The City wants to show innovation and flexibility • Participants are encouraged to contribute their skills and ideas to shape the process • Identified stakeholders have a strong sense of ownership | <p>Avoid When:</p> <ul style="list-style-type: none"> • The results of the meeting need to fall within strict parameters • The process may be sidetracked by individuals with personal agendas • Participants do not have a clear understanding of their common ground |

| Workshops | Involve – Collaborate | |
|---|--|--|
| <p>A public meeting where participants work in small groups on defined assignments.</p> | <p>Use When:</p> <ul style="list-style-type: none"> • Participants need time to discuss and understand complex issues • Participants hold diverging views that needs to be worked through • The City wants participants to providing constructive input to define the issue, develop evaluation criteria or alternatives | <p>Avoid When:</p> <ul style="list-style-type: none"> • Data developed through the workshops cannot/would not be used by the decision makers |



Tools to Collaborate & Empower

These tools can be used to involve community members in decision making processes. When collaborating City employees and community members work together to identify the issue/problem, develop criteria for a successful resolution and develop alternatives that will take into account everyone's concerns and suggestions. Even if certain concerns are not resolved, the results will best reflect the overall consensus of the community participants in the process.

When City employees empower community members, the final decision is given to community members/groups and the role of the City is then to facilitate those discussions and empower community members to take ownership over the result of the process.

| Citizen Juries® | Collaborate - Empower | |
|--|--|---|
| <p>Group of residents are selected/invited to learn about an issue and then examine the data by questioning decision-makers, technicians, and interested parties –all of whom are witnesses to the decision making process.</p> | <p>Use When:</p> <ul style="list-style-type: none"> •The City wants to empower community members to take ownership over a decision-making process •The project requires community input that is thoughtful and well informed •There is no clear solution and the decision makers requires consensus that is well informed and thoughtful | <p>Avoid When:</p> <ul style="list-style-type: none"> •The decision makers are not committed to handing over that decision making power to community members •The citizen jury selection would not reflect the diverse views of the community at large •If the time and resources to establish a well facilitated process are not available |
| Decision Making Board | Involve - Collaborate - Empower | See page 25 |
| <p>City appointed boards are composed of community members who convene to oversee a certain project/initiative on an on-going basis. These boards are entrusted with decision making power. There are six City appointed boards:</p> <ul style="list-style-type: none"> •Downtown Guelph Business Association •The Elliott Board of Trustees •Guelph Cemetery Commission •Guelph Police Services Board •Guelph Public Library Board •Guelph Sports Hall of Fame Board of Directors | <p>Use When:</p> <ul style="list-style-type: none"> •The project falls within the mandate of a given board •A long term project requires significant community input and supervision •The expertise or lived experience of the board would help to inform decisions | <p>Avoid When:</p> <ul style="list-style-type: none"> •The project does not fall within the mandate of the board |

| Deliberative Polling® | Collaborate - Empower | |
|---|--|--|
| <p>Community members are selected at random to represent the views and opinions of the wider community. Prior to meeting, the participants are given a balanced brief so everyone has the same information. After a series of discussions, participants are polled. This method was developed by Dr. James Fishkin, Director of the Center for Deliberative Democracy at Stanford University.</p> | <p>Use When:</p> <ul style="list-style-type: none"> • The City needs to take into account the perspective of the public at large and members of silent majority • There is misinformation or the issues may be misunderstood by the community at large | <p>Avoid When:</p> <ul style="list-style-type: none"> • The issue is not complicated and there is a clear sense of consensus for how to proceed amongst community members |
| World Cafes® | Consult - Involve - Empower | |
| <p>World Cafes is process where several simultaneous conversations take place in response to a set of pre-determined questions. Participants change tables during the process whenever they feel like it and focus on identifying common ground in response to each of the questions.</p> | <p>Use When:</p> <ul style="list-style-type: none"> • Participants are able to deliberate and define the issue, choose criteria for success or develop alternatives through meaningful discussion • The City wants to show innovation and empower community members to take ownership of a decision | <p>Avoid When:</p> <ul style="list-style-type: none"> • There are tight or well defined parameters around a project and ideas developed by the participants may not be implemented |



Advisory Committees



Accessibility Advisory Committee

Purpose: The role of the Accessibility Advisory Committee is to advise Guelph City Council on its accessibility plan and review selected site plans and drawings for new buildings or developments.

Contact: Leanne Warren, Administrator of Disability Services, Community & Social Services, T: 519-822-1260 ext. 2670

Cultural Advisory Committee

Purpose: The Committee will provide guidance and input to staff on arts, culture and entertainment matters to further the City's strategic goals.

- To assist and advise staff on the development and review of policy relating to cultural development;
- To assist with the implementation of the Public Art Program;
- To provide input into the Culture & Tourism Department's long-term strategic planning;
- To help develop ongoing connections between community cultural groups, individuals, and the City in order to enhance and promote effective communication;
- To assist staff in connecting with community businesses and organizations to develop new partners, and sponsorship opportunities;
- To champion the integration of arts and culture development plans into related City plans, such as the Official Plan and various master plans.

Contact: Astero Kalogeropoulos, Arts & Culture Program Officer, Community & Social Services, T 519-822-1260 ext. 2629

Downtown Advisory Committee

Purpose: Appointees to this committee will act as a strategic advisor to facilitate visioning, planning and coordination on projects/issues/plans within Downtown Guelph; advise in the preparation, maintenance, and updating of the *Downtown Business Plan* outlining key priority areas promoting city-wide economic development efforts; work with staff and Council to ensure the Downtown Business Plan supports priorities with appropriate funding mechanisms and options; act as a champion for Downtown Guelph supporting collaboration, entrepreneurship and investment; form subcommittee(s) of its members and/or other interest groups or individuals to respond with specific issues/projects.

Contact: Ian Panabaker, Corporate Manager, Downtown Renewal, T: 519-822-1260 ext. 2475

Environmental Advisory Committee

Purpose: To provide advice and assistance to City Administrative Staff in Planning and Management with respect to conservation of the natural environment.

- The EAC is a technical advisory Committee established by and responsible to City Administration and through the Planning, Building, Engineering and Environment Committee. The EAC will provide

recommendations to Administration on submitted planning applications in accordance with Council adopted Terms of Reference.

- The intent of EAC is to not delay development, but to be involved in an early stage of the process in order to keep developments moving. The response time for applications is 30 to 60 days. Applications must be complete in order to be processed within the respective time frame.
- The EAC will review all formal development applications as referred by Planning Staff, with respect to Official Plan amendments, zoning by-law amendments and draft plans of subdivision.
- The EAC will examine such matters and issues as referred to the EAC by City Council and any of its Standing Committees, the General Manager of Planning Services, and any other Department through the City Administrator.
- The EAC reports through the Planning Department to the Planning, Building, Engineering and Environment Committee. (Council Resolution: November 7th, 1994)

Contact: Adele Labbe, Planning Services, T: 519-822-1260 ext. 2563

Heritage Guelph

Purpose: This Committee is concerned with designations under the Ontario Heritage Act and will assist Council and the public in the field of architectural preservation.

Contact: Stephen Robinson, Senior Heritage Planner, PBE&E, T 519-822-1260 ext. 2496

Economic Development Advisory Committee

Purpose: To champion and promote economic development directions and programs by providing leadership in the development and implementation of strategic action plans to stimulate business growth and jobs in the City of Guelph and strong community linkages with City Council.

- To advise Guelph Council and staff in the implementation of its Economic Development Strategy.
- To advise Guelph Council and staff on policies and programs consistent with an economic development strategy to sustain and nurture a strong economic base in the City of Guelph.
- To provide a forum for discussion and co-ordination of economic development initiatives between the City, the local business community and other community groups.
- To provide access to a network of business expertise in the community and to foster strategic partnerships between the public and private sectors.
- To monitor, review and update the Economic Development Strategy.
- To co-ordinate local economic development strategies in conjunction with the area wide Economic Development Corporation.
- Responsible for reviewing future twinning opportunities (*as passed by resolution Sept. 27/10*)

Contact: Peter Cartwright, General Manager of Economic Development, T: 519-822-1260 ext. 2820

Guelph Museums Advisory Committee

Purpose: The Advisory Committee safeguards Guelph Museums' assets, including the collection and its care, on behalf of the community and is accountable to the City of Guelph. The Committee is to participate in strategic planning activities, initiate and participate in fundraising activities, act as ambassadors for the museums within the community, advise on approaches to increase and maintain membership, and to approve community museum operating policies as required by the Ministry of Culture, Sport and Tourism.

Contact: Tammy Adkin, Museum Director, 6 Dublin St. S., T 519- 836-1221 ext. 2775

Locomotive 6167 Restoration Committee

Purpose: The Committee will coordinate fundraising and the restoration of the locomotive as a static display.

Contact: Derek McCaughan, Director of Operations & Transit, T 519-822-1260 ext. 2018

Municipal Property And Building Commemorative Naming Committee

Purpose: The committee will help select and approve a proposed naming or renaming of the following municipal assets:

- Parkland
- Other Open Spaces
- Trails
- Structures and Public buildings.

Contact: Rory Barr-Templeton, Parks Planner, T: 519-822-1260 ext. 2436

Organic Waste Processing Facility Public Liaison Committee

Purpose: The committee shall review and provide recommendations with respect to the Organic Waste Processing Facility, on annual operational and monitoring reports and other pertinent information. They will also provide a forum for dissemination, consultation, review and exchange of information regarding the operation of the Organic Waste Processing Facility, including environmental monitoring, maintenance, complaint resolutions, and new approvals or amendments to existing approvals related to the operation of the site.

Contact: Catherine McCausland, Manager of Operations, Solid Waste Services, T: 519-822-1260 ext. 2054

Transit Advisory Committee

Purpose: The Committee will provide a forum for input, exchange of ideas and debate on conventional and mobility transit related issues with representation from all affected groups in the community.

Contact: Charlene Sharpe, Supervisor, Transit Business Services, T: 519-822-1260 ext. 2624

Property Standards/Fence Viewers Committee

Purpose: The Committee established under The Property Standards By-law, hears appeals against orders issued under the By-law. The Committee has the authority to confirm, modify or rescind an Order and may extend the time for compliance, as long as the general intent of the by-law and the Official Plan and policy statement are maintained.

Contact: Rob Reynen, Manager, Inspection Services, PBE&E, T: 519-822-1260 ext. 2386

River Systems Advisory Committee (RSAC)

Purpose: The RSAC will provide recommendations to City Staff and Council on the following items:

- Monitoring, implementation and updating of the River Systems Management Study
- Monitoring, implementation and updating of subwatershed studies
- Planning and implementation of stream restoration for channels not included in the subwatershed plans.

The issues to be dealt with by the committee are:

- Compatibility of land use in valley lands with river land values including natural and historical heritage concerns;
- Stream ecology with emphasis on water quantity and quality
- Trails, recreational access to streams and valley lands
- Education, engagement, awareness and partnerships of River systems

Contact: Adèle Labbé, Environmental Planner, PBE&E, T: 519-822-1260 ext. 2563

Guelph Sports Hall of Fame Board of Directors

Purpose: To recognize and honour the achievements of Guelph individuals and teams who have attained prominence and distinction in any field of sport, and those who have made a major contribution to the development and advancement of sports in Guelph. To permanently record and give public prominence to the achievements of such individuals and teams in a public display centre.

Contact: Rich Grau, Sleeman Centre Facility Manager, Community & Social Services, T: 519-822-1260 ext. 2847

Water Conservation And Efficiency Public Advisory Committee

Purpose: The Committee will provide an ongoing mechanism for feedback and advice to City Staff and Council on key aspects of implementation of the 2009 Water Conservation and Efficiency Strategy Update including the following items:

- Issues and opportunities to be addressed in the implementation of the Water Conservation and Efficiency Strategy Update.
- Alternative solutions.
- Design considerations.
- Community consultation and communication plans.
- Other relevant matters that City staff refers to the committee for feedback

Contact: Wayne Galliher, Water Conservation Project Manager, Waterworks, T: 519-822-1260 ext. 2106

Well Interference Committee

Purpose: The Committee shall review any received appeals of a well interference complaint.

Contact: Peter Busatto, Waterworks, T: 519-822-1260 ext. 2165

City of Guelph Website

inform**consult**

involve

collaborate

empower

Information posted on the City of Guelph website can be accessed through a link from other online advertisements. This is a good way to maintain an online presence and make documents or other information available to the public.

Participants

- Open to anyone with access to a computer, the internet and the skills to use it. Depending on the community, internet communication may not reach less affluent or less educated members of the community.

Timing

- 24 hours and day, 7 days a week, 365 days a year
- Ensure that information is up to date and fresh. This depends on the time cycles of your projects and could be as often as daily or weekly or may need updating only annually.

Preparation

- Consider your community engagement needs and how the internet and the City of Guelph Website might help to achieve your objectives
- Develop a plan for the web page. Understand how this will be found and used by the public.
- Ensure the plans for your pages do not exceed the limitations of the City of Guelph Website or the employees who support the web site
- Discuss content updates with Communications and/or web services to decide who updates the page.
- Develop timely material to post on the website.
- Design the page to meet the needs of your target audience



- Content and documents being posted must meet the AODA requirements which is to follow the WCAG 2.0 AA accessibility standards
- Test the pages with people not involved in your project for clarity, readability and navigation.

Implementation

- Once designed, developed and tested post your web pages
- Promote the site and URL to all of your marketing/ engagement channels
- Maintain and update the pages, respond to comments and emails regularly and on a regular basis evaluate and modify the pages

Pros:

- Reaches across distances
- Makes information accessible anywhere at any time
- Saves printing and mailing costs

Cons:

- User may not have easy access to the Internet or knowledge of how to use computers
- Large files or graphics can take a long time to download

For More Information

<http://guelph.ca/>

Decision Making Boards



Downtown Guelph Business Association Board of Directors

Purpose: To ensure the Downtown is a vibrant urban center for the community and that it remains the Community's civic, cultural, social and economic center; To improve business through the creation of a unique environment Downtown and the promotion and advertising of the varied businesses.

Contact: Marty Williams, Executive Director; 42 Wyndham St. N., Ste. 202, Tel: 519-836-6144

Board Of Trustees Of The Elliott Community

Purpose: The Elliott Community is a charitable, not-for-profit senior's residence offering a continuum of residential and nursing services. This historical and unique facility in the heart of downtown Guelph, offers four lifestyle choices; independent living in life lease suites, supported living in retirement suites, enhanced support in Retirement Plus and full nursing care in our long-term care residence. Residents of The Elliott Community enjoy contemporary amenities, including, a café, salon, chapel, fitness room, games room and tuck shop.

The Board of Trustees is appointed by The City of Guelph, and is responsible to provide strategic direction, evaluation of The Elliott Community's financial and performance reports and to support the organization toward achieving its goals. Trustees are also required to advise and ensure legislative compliance of the organization and their reporting procedures.

Contact: Trevor Lee, Chief Executive Officer, The Elliott Community, 170 Metcalfe Street, T: 519-822-0491

Guelph Junction Railway Company Directors

Purpose: The Company owns and operates 18 miles of track from Guelph to Guelph Junction as well as industrial tracks in the northwest industrial basin. Act of Parliament 1884, 47 Victoria Chapter 79. The Directors will advise on public policy issues related to the GJR, including land use, environmental planning and community governance.

Contact: Tom Sagaskie, Economic Development ext. 2825

Board Of Directors Of Guelph Municipal Holdings Inc.

Purpose: Act in a strategic governance role, and regularly, and as required, advise, inform and make recommendations to the City as Shareholder on matters and opportunities pertaining to the operating companies reporting to the Guelph Municipal Holdings Company.

Contact: Donna Jaques, General Manager of Legal and Realty Services/City Solicitor, T: 519-822-1260 ext. 2288

Guelph Public Library Board

Purpose: The Board shall seek to provide, in co-operation with other Boards, a comprehensive and efficient public library service that reflects the community's unique informational and recreational reading needs.

Contact: Kitty Pope, Chief Librarian, Guelph Public Library, 100 Norfolk Street, T: 519-824-6220 ext. 226

Guelph Police Services Board

Purpose: Pursuant to Part III of the *Police Services Act*, RSO 1990, Part III, the Police Services Board is responsible for the provision of adequate and effective police services in the municipality. The Board appoints members of the municipal police service and determines the objectives and priorities for the provision of policing services in the municipality in consultation with the Chief of Police. The Board gives orders and directions to the Chief but not to individual members. As a civilian oversight body, the Board has general superintending authority over the municipal police service through policy development and specific administrative tasks, but not the day to day operations. The Board is responsible for developing the operating and capital estimates for the police service which are ultimately approved by Council. The Board, as the employer, is also responsible for collective bargaining with the police associations and other labour relations matters.

In accordance with the Act, the Board of a municipality whose population exceeds 25,000 shall consist of:

- a) the head of the municipal council, or if the head chooses not to be a member of the board, another member of the council appointed by resolution of the council;
- b) one member of the council appointed by resolution of the council;
- c) one person appointed by resolution of the council, who is neither a member of the council nor an employee of the municipality; and
- d) two persons appointed by the Lieutenant Governor in Council

Contact: Nancy Nodwell (temporary), Guelph Police Services Board, Tel: 519-824-1212 ext. 213
board@police.guelph.on.ca

Flyers/Posters



Flyers are one page advertisements intended for wide distribution. Posters are larger one page advertisements that can be placed in public places to promote an event or initiative.

Participants

- Flyers can be used to promote engagement activities to groups of people who may receive the flyer in a specific place
- Flyers can be distributed to list serves electronically
- They can be posted in high traffic areas
- They can be handed out to selected groups of people at meetings or functions

Timing

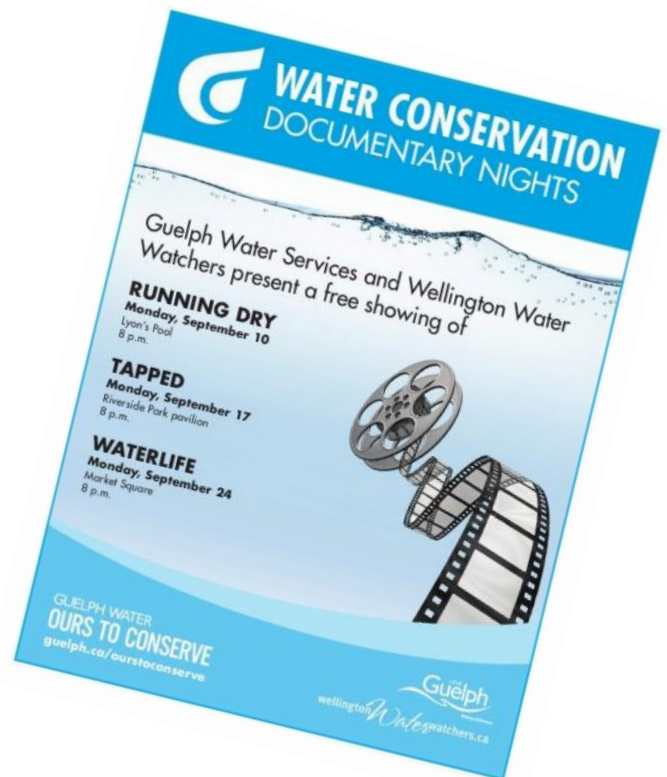
- Flyers can be used to promote one time engagement activities or can be used to promote long standing or ongoing engagement processes
- Remember where you post and leave flyers and take away remaining flyers when they are no longer relevant

Preparation

- Review your engagement objectives to determine if flyers are the best way to connect with your target audience
- Review the flyer material to ensure it is appropriate for the audience

Implementation

- Prepare the flyer content with your decisions to be made, key messages and pertinent information in mind
- Make flyers bright and eye catching with key messages in large font
- Test your message with people not involved in your project for clarity, readability and language that speaks to your target audience
- Use language that is inclusive and jargon free
- Include contact information for anyone needing more information
- Rip off tabs can be added to flyers for quick take away of contact information
- Ask for permission to post flyers by property owners
- Place or post your flyers in the areas determined as best for



Pros

- Can catch the interest of people in a place where they already go
- Can address issues or opportunities regarding the location where they are posted
- Are good for providing key messages and a few highlights of pertinent information
- Are flexible to be designed for various target audiences in format and language
- Can be a repetitive message for high traffic areas

Cons

- Flyers may not be read
- A flyer may become part of the scenery and lose its impact
- Information is one way and can be misinterpreted
- Only limited information can be conveyed
- It is difficult to gauge the impact on audience
- Limited capacity to communicate complicated concepts

Data Collection

- Before or after your engagement activities inquire where people heard about the opportunity and document when flyers were a point of notification or information for people

Evaluation/Debrief

- If people identify flyers as a point of information inquire if the flyer was readable, clear and engaging.

Focus Groups



Focus groups are small group discussions with 6-8 participants. An established format and trained facilitator can effectively ‘dig deeper’ for participants insight.

Participants

- A small group of individuals selected to represent either a stakeholder perspective or the diversity within a given population. Participants may be selected randomly.

Timing

- Consider the needs of the group members who will attend the focus group
- Several focus groups can be held in one day
- Focus groups usually last 1-2 hours
- Typically, any given focus group meets only once

Preparation

- Review the community engagement objectives to determine if a focus group can help you meet them
- Consider the participants you will need to know to participate in the discussion and the best way to recruit them
- Consider what you would like participants to contribute
- Consider timing, venues and invitations with a community engagement lens
- Ensure you have an appropriate and thorough way of collecting the information provided by the participants



Implementation

- Set clear objectives for the information you wish to gather
- Prepare the necessary information for the participants
- Create a database of people who fit your criteria for participants
- Inspect and book venues
- Arrange for a skilled facilitator and ensure they are well briefed
- Send out invitations
- Coordinate responses and finalize lists of participants
- Send out any pre-reading material if applicable

Data Collection

- Decide what information you want to collect
- You can collect data via tape recorder, scribe, note taker, flip charts if you use a recording ensure you have gained permission to record the conversation
- Use the information you record to report on the findings and how you have used the information overall in your engagement

Evaluation/Debrief

- Ask participants if they felt informed enough to participate
- Ask participants if they felt they were able to contribute equally to the conversation
- Ask your project team if the information gathered was useful and if it will help decision makers with their decision

Resources

- Staff or an outside facilitator to lead the discussion
- Flip charts, markers or other recording equipment
- A neutral and comfortable space
- Refreshments such as coffee or tea and snacks

Pros

- Get in depth responses to an issue
- Can be very productive
- Gain a large amount of material in a relatively short time
- Effective way to evaluate different concepts and explore new ideas

Cons

- One person dominating the group discussion
- Unmanaged tensions over a passionate issue
- Lack of accessibility of the focus group
- Limited number of participants

References

- Morgan, David L., and Richard Kruegar. The Focus Group Kit.

Thousand Oaks, CA: Sage Publications, 1998.

Key Informant Interviews



Interviews with identified stakeholders or technical area experts to obtain in-depth information about their views on a particular issue. They are typically, one on one conversation about a specific topic.

Participants

- It is suggested to carefully consider who the key informant should be. Project teams should identify who is the best person or people to speak to a perspective on an issue.
- When you have finished with one interview ask that person, “Who else should I speak to?” you may find people with perspectives or expertise your project team have not considered
- Depending on the topic you could have anywhere from 10 – 25 interviews

Timing

- Interviews can be easier to set up as there are only two schedules to consider.
- Key informant interviews can help set direction for your community engagement. Consider having them early on in your project.



Preparation

- Decide what you would like to gather from your interview and how it will help your engagement activities and your decision
- Identify who you will interview and who should do the interviews
- Develop an interview guide. Interview guides are a list of questions designed to be answered in depth. The number of questions is usually small to ensure all questions can be fully explored.
- Decide upon where interviews will happen if they are not going to be on the phone and make appropriate reservations
- Schedule interviews. Allow for about two weeks to ensure the participants can make room for the interview in their schedule
- Forward the interview guide to the participant beforehand so they can gather needed information, reflect upon their answers and feel prepared. Provide any background that is needed for full understanding of the project

Implementation

- Conduct the interview using your interview guide
- Be prepared to tell participants how their comments will be used in the engagement plan and the decision making.
- Explain the stage of the decision making process you are in for the project
- Remember to ask the participant for other key people they may suggest
- Thank participants for their participation in writing

News Print Ads



Information that is printed in newspapers for a fee. This can include local papers such as the Mercury, Tribune or Ontarion or other paid notices. Tribune City Pages are included in this description.

Participants

- Open to anyone with literacy skills
- The Tribune is a free paper delivered to the entire community and is accessible to everyone
- The Mercury is delivered only to those who have a paid subscription
- The Ontarion is a free university newspaper and reaches a smaller but distinct target audience



Timing

- Each newspaper has different deadlines for print ready ads
- The Communications Department requires notification of the need for community listings at least one week in advance of receiving the ad copy for any newspaper ad
- Tribune ads for the City pages are due to Communications the Friday before the following Thursday ad is to be run

Preparation

- Any newsprint ad that is developed to inform the public about City of Guelph community engagement must be vetted through the Communications department for consistency, brand guidelines etc.
- Contact Communications as soon as you are aware that you intend to use news print ads as an engagement tool

Implementation

- Prepare your messages with your engagement question, your stakeholder profile and key messages in mind
- Test your message with people not involved in your project for clarity, readability and understanding
- Keep it short & simple
- Use language that is inclusive and jargon free
- Review the message with Communications until you and Communications are satisfied with the ad
- Ensure the ad is printed at times that will catch the attention of your target stakeholder audience and ensure they are given enough notice to plan to participate in your engagement activity
- Submit the ad to be printed in the selected newspaper and indicate the number of times the ad should be printed
- Promote the ad to all of your engagement stakeholders
- Consider this as only one of the ways you intend to connect with people

Pros:

- Can reach a large audience
- Public look for information in regular format
- Allows for technical & legal reviews
- Documentation of community engagement facilitated

Cons:

- High expense
- Materials may not be read
- Information is one way and can be misinterpreted
- Only limited information can be conveyed
- It is difficult to gauge the impact on audience
- Materials may not reach the intended audience
- Limited capacity to communicate complicated concepts
- Message may get confused as junk mail/not taken seriously

For More Information

For more information of use of Print ads connect with City of Guelph Communications Department.

Open Houses



Focus groups are small group discussions with 6-8 participants. An established format and trained facilitator can effectively ‘dig deeper’ for participants insight.

Participants

- Open to the public. If the open house is offered for an extended time period they can be useful for a diverse audience
- Participants don’t have to stay for the whole meeting

Timing

- Select a time that is convenient for people you expect to attend
- Consider the availability of target populations such as youth at school or people who work during the day or seniors who may be more comfortable during daylight hours
- Select an extended block of time. This can capture a larger audience and it helps people to take their time once there to self select all areas of interest. Two or more hours is suggested
- The more stations of information of subject experts there are the more time you may need to be open to allow for each person to fully participate

Preparation

- Determine the objectives of your open house. Consider the information you want to provide the participants and what input would you like to gather from them
- Book spaces that are accessible and large enough to accommodate the number of stations you require. Book venues with enough time for set up
- Determine what information you want to convey and who is best to speak to each piece of information
- Prepare all of the displays, graphics, messages, signs and takeaway information you will need
- Review all of the materials you will use with the project team.
- Draft Q and A’s and other responses with the project team
- Confirm that all required project staff and subject experts can attend
- Prepare a plan to invite the public to the open house using a variety of tools to ensure you capture a large audience
- Plan for any equipment or refreshments

Implementation

- Set up stations in consideration of both flow of material and walk ability of the space. Ensure there is enough room for wheelchairs or walkers and that people attending can pass each other
- Review key messages, drafted responses and key messages with the project team
- Ensure there is at least one person available for comments and questions at each station
- Provide them with name tags

- Greet participants as they arrive, ask them to sign up and orient them to the space and the stations (one of the materials produced in preparation could be a map of the space if there are several stations)
- When participants are leaving encourage them to fill in comment cards and thank them for their participation. Be prepared to tell them how their comments will be used

Pros:

- A good way to both provide information and to receive comments
- A good way to provide detailed understanding for multiple aspects of a project
- Use of visual information is good for people who need to see something to understand it

Cons:

- High level of coordination for multiple staff and experts
- Display materials and renderings can give the impression that decisions have already been made
- Comments and questions at stations may not be officially “on the record”

Data Collection

- Subject experts can record questions and comments they have heard from participants
- Comment cards can be made available at each station and at the exit
- Participant sign in sheets can provide a record of those who attended and can provide a mailing list for future engagement on the project
- A summary of the open house and comments can be used for decision making and to inform future community engagement regarding the topic

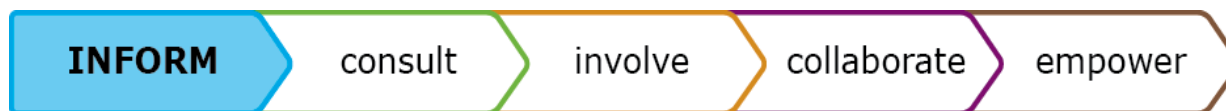
Evaluation/Debrief

- Debrief with all project staff and subject experts
- Ask about common themes of comments and questions
- Ask if participants seemed to understand the information that was provided
- Explore how the event met the engagement objectives
- Discuss if any action is required based upon participant comments or questions

Resources

- Tables and easels for displays
- Comment boxes
- Signs identifying each station, washrooms, refreshment area
- Any AV equipment if required for a display
- A small number of tables and chairs at refreshment area
- Tables and chairs at entrance and exit for sign in materials and comment boxes

Radio/TV Advertisements



Radio or television advertisements are announcements or short videos that are broadcast on local radio or television.

Participants

- Radio advertisements are heard by anyone tuned into the station you advertise on
- Each station has a different demographic of listeners
- People tune in and out. Repetition is important to get the message across



Timing

- Notifications of your event should begin at least one week and as many as two weeks ahead of the event
- Run a schedule of radio ads with more than 18 commercials, preferably 24 or more at different times of the day to ensure maximum listeners hear your message
- Change your message the day of the event to signify that the event is “today” or “tonight”
- The Communications Department requires notification.



Preparation

- Any newsprint ad that is developed to inform the public about City of Guelph community engagement must be vetted through the Communications department for consistency, brand guidelines etc.
- Contact Communications as soon as you are aware that you intend to use news print ads as an engagement tool

Implementation

- Prepare your messages with your engagement question, your stakeholder profile and key messages in mind
- Test your message with people not involved in your project for clarity, readability and understanding
- Keep it short & simple
- Use language that is inclusive and jargon free
- Review the message with Communications until you and Communications are satisfied with the ad
- Ensure the ad is printed at times that will catch the attention of your target stakeholder audience and ensure they are given enough notice to plan to participate in your engagement



Pros:

- Can reach a large audience
- Can reach target audiences based on demographics
- Catches the attention of people who are auditory learner
- Allows for technical & legal reviews
- Documentation of community engagement facilitated

Cons:**For More Information**

For more information of use of Print ads connect with City of Guelph Communications Department



Signage



Signs are permanent or temporary structures designed to relay information. They are most commonly used in a place that is either significant to the area they are erected in or, where it is most likely to be seen by many people. They may include:

- Road signs
- Mobile signs
- Sandwich Boards
- Banners
- Free standing signs or Pylon signs

Participants

- Signs are read only by people who pass by them and can provide quick information snapshots to those people
- Some people do not notice or pay attention to signs

Timing

- Signs that inform people of a community engagement activity should be erected in enough time to give people ample time to prepare to attend if they choose.



Preparation

- Ensure the sign can legally be placed where you want it by reviewing the City of Guelph Sign by-law
- Apply for a sign permit and insurance if required
- Give ample time for creation of the signage

Implementation

- Prepare the sign content with your key messages and pertinent information in mind
- Test your message with people not involved in your project for clarity, readability and understanding
- Keep it short & simple
- Use language that is inclusive and jargon free
- Include contact information for anyone needing more information
- Place your sign in the pre designated area
- Check it for visibility driving by and walking by

- Remember to remove the sign once the engagement activities are complete
- A follow up sign can be placed in the same area thanking people for their participation in your engagement activity with contact information to receive a follow up report

Pros

- Can catch the interest of people in a place where they already go
- Can address issues or opportunities regarding the location where they are erected
- Can provide brief information quickly
- Can be a repetitive message for high traffic areas

Cons

- Sign may not be read
- A sign may become part of the scenery and lose its impact
- Information is one way and can be misinterpreted
- Only limited information can be conveyed
- It is difficult to gauge the impact on audience
- Limited capacity to communicate complicated concepts

Data Collection

- Before or after your engagement activities inquire where people heard about the opportunity and document when signs were a point of notification or information for people

Evaluation/Debrief

- If people identify signage as a point of information inquire if the sign was readable, clear and engaging

Resources

- For more information about using signs in the City of Guelph visit <http://guelph.ca/living.cfm?itemid=62074&smocid=1846>
- Zoning Services at 519-837-5615, Fax 519-822-4632 or E-mail zoning@guelph.ca.

CORPORATE POLICY AND PROCEDURE



| | |
|------------------|--|
| POLICY | Community Engagement Policy |
| CATEGORY | Corporate |
| AUTHORITY | Community and Social Services (CSS) |
| RELATED POLICIES | Communications, Privacy and Access to Information, Accessibility |
| APPROVED BY | Colleen Bell, Executive Director, Community and Social Services |
| EFFECTIVE DATE | January 1 st , 2014 |
| REVISION DATE | |

POLICY STATEMENT

The City of Guelph believes that residents play an essential role in local decision making. Proactive, well designed and timely community engagement:

- Ensures that local needs and aspirations are placed at the heart of municipal decision making.
- Supports the development of relevant, influential policy and effective local services and programs.
- Helps to inspire and empower residents and other stakeholders to contribute to improving individual wellbeing, the wellbeing of neighbourhoods and the wellbeing of Guelph as a whole.

PURPOSE

The purpose of this policy is to:

- Ensure that City employees deliver comprehensive and consistent approaches to engaging with residents and other stakeholders in municipal decision making.
- Improve the wellbeing of individuals, neighbourhoods and Guelph as a whole through effective engagement.
- Ensure that City employees are equipped with the skills, knowledge and supports to deliver excellence in their engagement activities based upon agreed and transparent values, principles and procedures.
- Provide clarity to residents, other stakeholders, Councillors and City employees about their roles and responsibilities in the community

engagement process to ensure consistent, inclusive and effective community engagement.

- Develop and communicate agreed standards for community engagement practices across the City and to strive for continuous improvement.

SCOPE

This policy applies to:

- All departments of the Corporation of the City of Guelph
- All full-time, part-time and casual employees responsible for the design and implementation of community engagement activities
- Any community engagement activity undertaken by consultants or external organizations on behalf of the City

This policy does not supersede the requirements of any current legislation (e.g. The Planning Act) that guides the community engagement activities of the City and its departments. It is designed to complement these activities and ensure that they also satisfy internal standards.

DEFINITIONS

Community – A group of people with shared interests or values or who share an environment

Community Engagement – The process of involving the public in the decision making processes of issues that affect them

Community Engagement Framework – The Community Engagement Framework provides decision makers and community members with a consistent approach that sets a standard of excellence for community engagement processes in the City of Guelph

Engagement – The overarching process of involving the community in decision making processes

Plain Language – Clear, concise writing designed so the reader will understand the message

Spectrum of Engagement – The different types of community engagement: Consult, Involve, Collaborate, Empower

Wellbeing – The presence of the highest possible quality of life in its full breadth of expression, focused on but not necessarily exclusive to: good living standards, robust health, a sustainable environment, vital communities, an educated populous, balanced time use, high levels of democratic engagement and access to and participation in leisure and culture

GUIDING PRINCIPLES FOR COMMUNITY ENGAGEMENT

Community engagement processes will embrace these principles.

1. **Inclusive:** The City encourages participation by those who will be affected by a decision. The City will build relationships with citizens by using a range of tools to engage varied audiences.
2. **Early Involvement:** The City will involve the public as early as possible in the community engagement process so citizens have time to learn about the issue and actively participate.
3. **Access to Decision Making:** The City will design processes that will give participants the opportunity to influence decisions.
4. **Coordinated Approach:** The City will coordinate community engagement activities to use community and City resources effectively.
5. **Transparent and Accountable:** The City will design processes that are open and clear. Citizens will understand their role, the level of engagement and the outcome of the process.
6. **Open and Timely Communication:** The City will provide information that is timely, accurate, objective, easily understood, accessible, and balanced.
7. **Mutual Trust and Respect:** The City will engage the community in a fair and respectful way that fosters understanding between diverse views, values, and interests.
8. **Evaluation and Continuous Improvement:** The City will commit resources to evaluating engagement processes to ensure engagement activities are effective.
9. **Equitable Engagement Process:** The City will design an engagement process that allows all members of the public a reasonable opportunity to contribute, developing a balanced perspective.

RESPONSIBILITIES

City of Guelph Community Engagement Team Responsibilities

The Community Engagement team is responsible for implementing the Community Engagement Framework across the Corporation of the City of Guelph. The role of the Community Engagement Team is to:

-
- Work with Human Resources and City employees to develop and implement appropriate community engagement training and supports for City employees;
 - Consult with City employee teams to review Community Engagement Plans and develop appropriate engagement strategies;
 - Work with City employees to ensure that the Corporation develops robust systems to monitor, record, coordinate and evaluate its community engagement activities;
 - Evaluate and update the Community Engagement Framework based on clear performance measures, employee feedback and emerging practices, on an annual basis;
 - Provide timely communications to residents and other stakeholders about the Community Engagement Policy and Framework;
 - Provide Council and City employees with annual performance reports regarding the success of this policy and the Community Engagement Framework.

City Employee Responsibilities

City employees who are responsible for the design and implementation of community engagement processes will use these guidelines:

- Pursue community engagement with the belief that involving the community leads to better decisions.
- Ensure that community engagement activities comply with the Community Engagement Policy and Framework, its processes, templates and tools.
- Develop project charters or project plans that provide adequate timelines and resources for community engagement.
- Notify the Community Engagement team of any planned community engagement activities to support the development of corporate systems that coordinate and evaluate engagement activities.
- Design engagement processes that reflect the promise made according to the level of engagement in each project.
- Design engagement processes that reach out to vulnerable populations.
- Ensure that all community members who want to be involved are included in the process.
- Ensure that all communication is clearly presented, balanced and understandable to the target audience.
- Ensure that participants are aware of their responsibilities in the engagement process and support participants to fulfill their responsibilities.
- Foster long-term relationships based on mutual trust and respect.
- Ensure that the project report accurately reflects all the feedback received from the community.
- Ensure that decisions and recommendations acknowledge the needs, values and desires of the community.
- Ensure that consultants or external organizations undertaking community engagement activities on behalf of their department comply with this policy and Community Engagement Framework.

Participant Responsibilities

Successful community engagement processes require respectful and constructive contributions of participants. They are responsible to:

- Pursue community engagement with the belief that community involvement leads to better decisions.
- Focus on the decision to be made or the question to be answered.
- Recognize that the City must consider the needs of the whole community.
- Strive to reach sustainable solutions.
- Request alternative ways of participating if required.
- Listen, in order to understand the views of others.
- Identify concerns and issues early in the process.
- Participate openly, honestly and constructively, offering ideas, suggestions, alternatives.
- Work within the process in a transparent, respectful and cooperative manner.
- Stay abreast of the project/engagement activity and related issues.
- Provide input and feedback within project timelines.
- Encourage others to become engaged and offer input into the project/engagement activity.
- Provide contact information as requested in order to receive updates about the Community Engagement process.

Council Responsibilities

The role of City Council is to:

- Review information gathered through community engagement processes to inform Council decisions.
- Consider appropriate project timelines needed for community engagement.

MONITORING AND EVALUATION

The Community Engagement Framework includes an evaluation component that is based on the Guiding Principles. This will allow City employees to measure the effectiveness of engagement activities at each step of the process and encourage continuous learning. Community Engagement staff will evaluate and update the Community Engagement Framework annually based on clear performance indicators, City employees' feedback and emerging practices. A community engagement database will store all engagement plans and evaluations, and provide input to the ongoing revision of the Framework. A community engagement calendar will be developed to allow coordination of engagement activities across the Corporation. In collaboration with the Human Resources department, the Community Engagement team is working to develop City employee core competencies for community engagement.

STAFF REPORT



TO Community and Social Services Committee

SERVICE AREA Community and Social Services
Culture and Tourism

DATE April 9, 2013

SUBJECT Liquor License for Guelph Civic Museum and Evergreen Seniors Centre

REPORT NUMBER CSS-CT-1314

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To advise Council of staff's intention to apply for a liquor license for the Guelph Civic Museum and Evergreen Seniors Centre, and to request that Council approve the Delegation of Authority for the completion and execution of the application for the liquor sales license for the Guelph Civic Museum and Evergreen Seniors Centre to the Executive Director and General Managers who oversee these facilities.

KEY FINDINGS

There is an opportunity to increase rental revenue at the Guelph Civic Museum and Evergreen Seniors Centre by permitting events where alcohol is served, including small receptions other social events.

By licensing the Guelph Civic Museum and Evergreen Seniors Centre, alcohol can be served within these facilities in a controlled manner, ensuring compliance with the requirements of the Alcohol and Gaming Commission of Ontario (AGCO) and following the Alcohol Risk Management Policy for the City of Guelph.

FINANCIAL IMPLICATIONS

There is a cost associated with the initial applications, followed by renewal fees every three years thereafter. The costs can be covered within existing budget. It is also anticipated that all costs associated with the application and renewals will be offset by increased revenues.

ACTION REQUIRED

To approve the Delegation of Authority for the completion and execution of the application for Liquor Sales License for Guelph Civic Museum and Evergreen Seniors Centre to the Executive Director and General Managers who oversee the facilities.

RECOMMENDATION

1. That Council approves the Delegation of Authority for the completion and execution of the applications for the Liquor Sales License for the Guelph Civic Museum and Evergreen Seniors Centre to the Executive Director and General Managers who oversee the facilities.

BACKGROUND

The City already operates two other licensed facilities; River Run Centre and Sleeman Centre have liquor sales licenses granted through the Alcohol & Gaming Commission of Ontario (AGCO). Previously, the AGCO confirmed that they require the personal information and signatures of an authorized official of the Corporation, as designated by Council, on a liquor license application. It is at the discretion of Council to designate who is authorized to complete and execute the application. In 2011, Council delegated the authority to sign the liquor license applications at River Run Centre and Sleeman Centre to the Executive Director and General Manager who oversee these facilities.

REPORT

Staff have identified that there is an opportunity to increase rental revenue at the Guelph Civic Museum and Evergreen Seniors Centre by permitting events that involve alcohol, including small receptions and other social events.

By licensing the Guelph Civic Museum and Evergreen Seniors Centre, alcohol can be served within the facilities in a controlled manner, ensuring compliance with the requirements of the Alcohol and Gaming Commission of Ontario (AGCO) and following the Alcohol Risk Management Policy for the City of Guelph.

CORPORATE STRATEGIC PLAN

Organizational Excellence

- 1.1 Build robust systems, structures and frameworks aligned to strategy

City Building

- 3.2 Be economically viable, resilient, diverse and attractive for business

DEPARTMENTAL CONSULTATION

Finance and Enterprise – Risk Management

Operations, Transit and Emergency Services – Public Works, By-law

Community and Social Services – Business Services

STAFF REPORT

COMMUNICATIONS

The AGCO will arrange for public notification, including advertisement, regarding the application for liquor licenses at Guelph Civic Museum and Evergreen Seniors Centre.

ATTACHMENTS

None

Report Author

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STAFF REPORT

TO Community and Social Services

SERVICE AREA Community and Social Services
Community Engagement and Social Services

DATE April 9, 2013

**SUBJECT CIS Implementation – Wellbeing Grant Allocation Panel
Terms of Reference**

REPORT NUMBER CSS-CESS-1317

EXECUTIVE SUMMARY

PURPOSE OF REPORT

Staff is seeking Council approval for the Wellbeing Grant Allocation Panel Terms of Reference. Council is also asked to receive additional information regarding Panel operations.

KEY FINDINGS

Community and Social Services is in the process of implementing the Community Investment Strategy which aims to improve the way the City partners with, funds and supports community benefit organizations. An important part of this strategy is the implementation of the new Wellbeing Grant Program which was approved by Council in September 2012 as part of the Community Investment Strategy Phase 2 Report (Report #CSS-CESS 1221). One of the key features of this program is the establishment of a new Wellbeing Grant Allocation Panel that enables Council appointed residents with delegated authority to review grant applications and make decisions about how this funding is allocated.

On March 12, 2013 (Report #CSS-CESS-1311) Community and Social Services Committee approved the Terms of Reference of the new Panel in principle and asked that a more robust Terms of Reference be brought back to the Community & Social Services Committee for consideration.

This report responds to the March 12, 2013 resolution and provides detailed Terms of Reference regarding the following:

- Background, Mandate and Goals
- Standing Committee to Which it Reports
- Membership and Term
- Resources, Budget and Staff Support
- Frequency of Meetings

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- Decision Making
- Reporting and Communications

The report also brings forward additional information regarding how the Panel will operate in the following areas:

- Strategic and Operational Oversight
- Appointment and Role of the Chair
- Conflicts of Interest
- Grant Application Review Process
- Confidentiality and Privacy

FINANCIAL IMPLICATIONS

N/A

ACTION REQUIRED

Staff are requesting that Council approve the Wellbeing Grant Allocation Panel Terms of Reference and receive supplementary information about the Panel's operation.

RECOMMENDATION

1. That the proposed Terms of Reference for the Wellbeing Grant Allocation Panel as presented in this report be approved
2. That Council receives supplementary information regarding the Panel's operation

BACKGROUND

In September 2012, Council approved the Community Investment Strategy and the implementation of five key mechanisms. These mechanisms included the Wellbeing Grant Program and a proposal to establish a new Panel of residents to allocate the grant funding. At that meeting, Council directed staff to bring back Terms of Reference for this Panel for approval.

As directed, staff brought the Panel Terms of Reference to Community and Social Services Committee on March 12, 2013 (Report #CSS-CESS-1311). Following deliberation, Committee approved the Terms of Reference in principle, however asked that a more robust Terms of Reference be brought back to Community & Social Services Committee for consideration.

This report responds to Committee's March 12, 2013 resolution and provides the updated and more detailed Wellbeing Grant Allocation Panel Terms of Reference for consideration.

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Supplementary to this, staff recommends that Council receive additional information about the new Panel and its operations.

REPORT

The Wellbeing Grant Allocation Panel is a key feature of the City's new grant program. The Panel will support the City to engage residents in municipal decision making and will also ensure that grant allocations are made in a transparent, accountable and consistent way.

The Panel will be recruited by the City's Clerks Office following current policy and process. The Panel is expected to be in place, fully trained and ready to review grant applications in the fall (September 2013).

The proposed Terms of Reference (Attachment 1) clearly outlines the Panel's mandate, goals and decision making approach.

The following section of the report provides additional information about the Panel and its operations.

Panel Oversight:

The Community Investment Strategy (CIS) Phase 2 report outlined at a high level the way in which the new CIS would be governed. The report indicated oversight and accountability relationships between Council, staff and residents. Further to this, the Wellbeing Grant Allocation Panel will fall under the following Council and Staff oversight.

Council's role is to:

- Provide overarching strategic direction to the Panel
- Approve the Panel's Terms of Reference and its delegated authority to make decisions about Wellbeing Grant funding allocations
- Approve the ongoing strategic direction of the Community Investment Strategy and the Wellbeing Grant Program model
- Approve the annual budget for the Wellbeing Grant Program funding
- Provide oversight to the transparency and accountability of the Panel and its workings

Service Area Leadership and guidance of the Panel is the responsibility of the Executive Director of Community and Social Services.

Operational management for the Panel is the responsibility of the General Manager for Community Engagement and Social Services Liaison.

Appointment and Role of the Chair

Similar to Council Advisory Committees, at the first meeting of each granting cycle Panel members will select a Chair and Vice-Chair.

The Chair will be responsible for:

- Setting agendas and meeting proceedings
- Facilitating the group to reach consensus on the funding allocation decisions
- Ensuring that each Panel member has full and equitable opportunity to participate in collective discussions and deliberations
- Ensures that the Panel achieves its mandate and reporting obligations in accordance with the Terms of Reference and any other related policy and procedures
- Acts as a spokesperson for the Panel at Committee and Council meetings

The Vice Chair will take on the role of Chair in the Chair's absence.

Panel Members will be responsible for:

- Reading all agenda material, and seek clarification on any matters
- Attending meetings and participate fully in all Panel work.
- Debating the issues in an open, honest and informed manner to assist the decision-making process;
- Actively contributing to reaching Panel recommendations and directions.

Conflicts of Interest

Working Panel members must agree to declare any Conflicts of Interest that arise during the review process. Where a Conflict of Interest situation occurs, that Panel member will not participate in any discussions relating to that specific application.

A "Conflict of Interest" is a situation in which a Panel member has personal or private interests that may compete with the public interests of the Panel and its work. Such competing interests may make it difficult to fulfill his or her duties impartially. A Conflict of Interest can create an appearance of impropriety or a perception of bias that can undermine confidence in the person and in the Wellbeing Grant Program generally. A conflict exists even if no unethical or improper act results from it. A Conflict of Interest can either be an apparent conflict or a real conflict.

- **Apparent Conflict**

An apparent conflict exists where an informed and reasonable person reviewing the matter and having thought the matter through could conclude that a Conflict of Interest exists.

- **Real Conflict**

A real conflict exists where a personal interest exists and that interest:

- Is known to the Panel member; and
- Has a connection to the Panel member's duties that is sufficient to influence or interfere with the performance of those duties.

For example (this list is not exhaustive), a Conflict of Interest may be considered:

- A financial interest in the success or failure of an applicant
- A direct involvement in the management or leadership of an applicant organization. This does not automatically preclude those who have been involved in a non-leadership and non-management volunteer capacity.
- For the purposes of this Panel, the interests of spouses and children are also to be considered when assessing Conflicts of Interest.
- Any other reason that makes a panel member unable to review the application objectively.
- It will not be generally considered a Conflict of Interest if a Panel member has in the past or currently benefits in some way as a participant, user or client of any applicant organization. This is considered lived experience. However if the benefit creates a real or apparent conflict, this must be declared to the Panel.

Application Review Process

This process will be reviewed annually and updated in the Wellbeing Grant Program Policy and Procedure.

1. Applications will be divided equally amongst members of the Panel who will undertake a preliminary review based on the eligibility and review criteria outlined in the Wellbeing Grant Policy. Each application will undergo preliminary review by no less than two Panel members.
2. All members are expected to familiarise themselves with each application so that they are able to participate in the deliberation of each application.
3. All members have the right to ask clarifying questions regarding applications. The Grant Coordinator will be responsible for gathering and presenting this information to the Panel at the next planned meeting where possible.
4. The results of the preliminary review will be compiled and presented to the Panel by the Grants Coordinator. The Grants Coordinator will also provide answers to

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any questions posed by the Panel during the preliminary review meeting (s). Members will be expected to speak to their specific reviews as requested by other Panel members during the deliberation.

5. Panel members are then required to propose and deliberate funding recommendations.
6. Following these deliberations Panel members will compile a list of approved grant applications and their respective funding allocations.
7. The Grants Coordinator will be instructed by the Panel Chair to notify grant applicants of the results of the grant review process.
8. Grant cheques will be issued following Council approval of the budget.

Confidentiality and Privacy Expectations

The Panel meetings will not be open to the Public. Personal information, as defined by the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) is collected under the authority of the Municipal Act, 2001, and in accordance with the provisions of MFIPPA. Personal information contained in the applications the Panel will review and deliberate at its meetings will be used for the purpose of determining the eligibility of an applicant and suitability of their application for a Wellbeing Grant. This information will not be shared outside of the Panel.

Panel Orientation

The Grants Coordinator will be responsible for delivering training to the Panel at the first meeting of each annual grant cycle. This training will cover all the relevant strategy, policy, processes, roles and responsibilities associated with the Wellbeing Grant Program. This training will involve staff presentations as well as the provision of hard copy guidance materials.

CORPORATE STRATEGIC PLAN

Organizational Excellence

- 1.1 Engage employees through excellence in leadership
- 1.2 Develop collaborative work team and apply whole systems thinking to deliver creative solutions
- 1.3 Build robust systems, structures and frameworks aligned to strategy

Innovation in Local Government

- 2.1 Build an adaptive environment, for government innovation to ensure fiscal and service sustainability
- 2.2 Deliver Public Service better
- 2.3 Ensure accountability, transparency and engagement

City Building

- 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City
- 3.2 Be economically viable, resilient, diverse and attractive for business

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3.3 Strengthen citizen and stakeholder engagement and communications

DEPARTMENTAL CONSULTATION

Community and Social Services – Community Engagement and Social Services;
Culture and Tourism; Parks and Recreation
Finance and Enterprise Services – Budget and Financial Services
Operations, Transit and Emergency Services – Public Works
Corporate and Human Resources – Legal Services; Clerks Services

COMMUNICATIONS

Following Council approval of the report, staff will provide information updates to impacted stakeholders via a variety of media.

ATTACHMENTS

ATT-1 Wellbeing Grant Allocation Panel Terms of Reference

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Appendix 1: CIS Implementation- Wellbeing Grant Allocation Panel Terms of Reference

Wellbeing Grant Allocation Panel Terms of Reference

Panel Name

Wellbeing Grant Allocation Panel

Background and Mandate

The City of Guelph believes that community benefit organizations play an essential role in improving the wellbeing of Guelph residents. The City developed the Community Investment Strategy (CIS) to improve the way it supports, partners with and funds these important organizations.

The overarching vision for the CIS is to ***provide a transparent and responsive decision-making framework to guide the full range of mutually beneficial relationships between the City and Guelph's community benefit sector, in pursuit of community wellbeing and responsible stewardship.***

The Wellbeing Grant Program is one of the key mechanisms which support this vision by providing funding to organizations in a transparent, accountable and consistent way. An important feature of this new program is that it empowers local residents to decide how the grant funding budget is allocated. This feature is central to the program and directly supports the City's goal of increasing community participation in municipal decision making.

The Wellbeing Grant Program aligns closely with the Community Wellbeing Initiative. The grant program aims to draw from this work and use the wellbeing goals **developed by the community during this process** to guide its funding decisions.

This Wellbeing Grant Allocation Panel has received Council delegated authority to allocate annual Wellbeing Grant Program funding to eligible community benefit organizations whose work positively impacts on the wellbeing of Guelph as a whole, its neighbourhoods and individuals.

Goals:

Guided by the Corporation's mission, vision and values, and those set out in the Community Investment Strategy, the Panel will:

- On behalf of the City, allocate City funds to eligible organizations that will contribute to the achievement of the community's wellbeing goals.
- Provide objective, consistent and transparent assessment of all applications submitted to the City's Wellbeing Grant Program.
- Support the City to effectively assess and communicate the community impact of the City's grant program.

Appendix 1: CIS Implementation- Wellbeing Grant Allocation Panel Terms of Reference

Standing Committee

to which it reports:

Community and Social Services Committee

Members/Composition:

Fourteen (14) members who are Guelph residents appointed by Council. Residents refers to all persons who reside in Guelph, and includes permanent residents, refugees, refugee claimants and residents without homes and who are at least 18 years of age (unless otherwise specified and approved in the terms of reference). For the purpose of this panel, resident also includes any person who owns property in the City of Guelph.

Membership should strive to reflect the diversity of Guelph residents as defined by the City's Diversity Strategy. The Panel should strive to have knowledge, skills and expertise in the areas of:

- Municipal granting to community benefit organizations
 - The community benefit sector in Guelph
 - The local community, its needs and aspirations
 - Social services, arts and culture, special events, community recreation and sports.
- Membership should reflect, as much as possible, a balanced representation from each of these sectors
- The eight domains of community wellbeing as defined by the Canadian Index of Wellbeing, <https://uwaterloo.ca/canadian-index-wellbeing/>
 - Community Vitality
 - Democratic Engagement
 - Healthy populations
 - Time use
 - Environment
 - Education
 - Leisure and Culture
 - Living Standards
 - Financial expertise
 - Community programming and evaluation techniques

Term of Membership

(2) Two years. Panel members may serve on the Panel for a maximum of (2) two terms.

In the first year half of the Panel membership will be appointed for a one (1) year term. This will ensure staggered departure dates.

If a Panel member misses two consecutive meetings, that member will be deemed to have forfeited their panel position. An opportunity will be allowed for the member to address the Panel, via the Chair in writing or via email regarding their absenteeism.

The staff liaison will advise the standing committee of any change of membership.

Appendix 1: CIS Implementation- Wellbeing Grant Allocation Panel Terms of Reference

Council reserves the right to make the final decision to make appointments and end appointments.

Resources and Budget

The Panel will allocate the annual Council approved budget for the Wellbeing Grant Program.

The annual budget will be set as part of the City's annual operating budget setting process.

The maximum funding allocation to any single organization cannot exceed \$15,000 in any grant cycle.

Staff Support

The Panel will be supported by the Community and Social Services Program and Policy Liaison (Grants Coordinator). This staff member will:-

1. Work with the Panel Chair to set meeting agendas and agree upon proceedings.
2. To provide orientation to the Panel at the first meeting of each granting cycle to include information about relevant goals and objectives, policies and processes.
3. Work with the Chair to schedule meetings and coordinate meeting logistics and support.
4. Work with the Chair, Vice Chair and Panel members to create an annual report on their behalf that satisfies the Panel's reporting obligations to Council.
5. Work with other City departments to coordinate communications about the Panel and its work.
6. Liaise with applicant organizations to provide additional information to the Panel as requested.
7. To participate in the process of recruitment and selection of new Panel members and to liaise with Clerks Services as required regarding this process.
8. Liaise with the Finance Department to ensure that Finance staff issue the appropriate grant amounts to successful applicants in accordance with the Panel's final allocation decisions.
9. Respond to applicant inquiries regarding the review of their application.

Additional staff from Community and Social Services will participate in meetings to provide general contextual information about:

- Community needs and aspiration.
- Sector specific knowledge (social services, arts and culture, special events, community recreation and sports).
- The eight domains of wellbeing.
- Local services, programs and activities.
- Information about relevant City initiatives, plans and strategies

Frequency of Meetings

A minimum of five times per year. The majority of these meetings will take place between July

Appendix 1: CIS Implementation- Wellbeing Grant Allocation Panel Terms of Reference

and February. Additional meetings may be called from time to time, as part of the grant allocation process.

Decision Making

A quorum of half plus one of the total members of the Panel is required for a Panel meeting.

The Panel will operate a consensus orientated decision making process where possible. Where decisions cannot be made by consensus a vote will be taken. Votes will be taken by a show of hands. A draw will be considered a negative vote.

Staff have no voting privileges.

Deliberation of all applications will be guided by the Wellbeing Grant Program 'eligibility criteria' and 'application assessment criteria' which are approved by Council and will be reviewed regularly by Council.

Reporting and Communications

The Panel will produce an annual report to Council following each granting cycle. This report will include:

- Grant application statistics (for example, number of applications, \$ value requested from organizations).
- Details of successful applications.
- Summary of the deliberation process.
- Summary of any learning opportunities for the Panel, the granting program/process as a whole and for organizations making future applications.
- Highlights of the positive impact of previous years grant allocations (this section of the report will be provided from 2015 onwards). This will include contribution to the development and reporting of grant program Key Performance Indicators.

Minutes of key decisions will be taken at all meetings and circulated to Panel members.

Approved meeting minutes will be made publicly available on the City website.