A Report for the City of Guelph:
Community Engagement Policies in Comparator Municipalities

Appendix A

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Introduction

This appendix is part of the project which the Institute for Community Engaged Scholarship/Research Shop, University of Guelph, was engaged to complete on behalf of the City of Guelph. The aim of the project was to identify policies, frameworks and tools on community engagement from the City’s list of comparator municipalities. The appendix provides details on each municipality and their current stage of development in regards to a policy on community engagement, and available resources that have been found through online search and contacting municipal or regional staff. Below is the list of municipalities.

Comparator municipalities with community engagement policy:
- Ajax
- Halton Region
- Kitchener
- London
- Oakville
- Ottawa (in process of reviewing the 2003 policy)
- Waterloo

Comparator municipalities developing or have plan to develop formal centralized guidelines or policy:
- Barrie
- Brantford
- Burlington
- Cambridge
- Chatham-Kent
- Greater Sudbury
- Kingston
- Markham
- Mississauga
- Niagara Falls
- Oshawa
- Richmond Hill
- St. Catharine’s
- Thunder Bay
- Vaughan
- Waterloo Region
- Whitby
- Windsor

Municipalities without a policy and no confirmation of a plan to develop one:
- Brampton
- Hamilton
- Peel Region
- Pickering
- Wellington County
Town of Ajax

Ajax Diversity and Community Engagement Plan (DACE)
June 2010

Available at:

POLICY CONTEXT TIMELINE

- Establishment of a Race Relations Policy in 1997 – revised as a Diversity Policy in 2009 and currently under review through the Diversity Plan initiative.
- Developed and implemented an Affordable Access to Recreation and Cultural Services Policy to reduce financial barriers for low-income residents.
- Development of a Community Group Affiliation Policy and program – 18 groups affiliated and actively supported to date.
- Developed an Accessibility Policy, in compliance with Accessibility for Ontarians with Disabilities Act, (AODA) and approved January 2010.
- Currently: establish advisory committees for policy development, and program/service delivery. Involve residents from the city’s diverse communities on these committees.

Community:
A group of people having common goals, rights, responsibilities and privileges which enables them to communicate effectively and openly in order to work together toward goals identified as being for their common good. It means respecting, valuing and harnessing the richness of ideas, backgrounds and perspectives that are unique to each individual.

Community Engagement:
A process to involve and empower the community and stakeholders in the exchange of information and opinions on decisions, policies, plans and strategies and to partner and consult with the community and stakeholders in all aspects of the decision making process.

The Town of Ajax will:
- Ensure Town Council, Town of Ajax employees, contracted staff, consultants, Committee members, and volunteers are made aware of this policy and ensure adherence to the policy;
- Post this policy in prominent locations within all departments, work sites and public spaces;
- Encourage community engagement with our diverse population;
- Strive to identify and eliminate the barriers to community engagement in Town activities;
- Build a greater understanding of the diverse make-up of the community through community partnerships and engagement; and
- Review and evaluate this policy periodically to determine its effectiveness and revise as necessary. (28-29)

Guiding Principles
- Internal staff committees assist in championing inclusiveness in the workplace, ensuring that diversity and community engagement continue to have importance.
- The Town remains abreast of other supporting initiatives, and acts as a facilitator, sharing leadership with others.
## Ajax Diversity and Community Engagement Plan (DACE)

**June 2010**

- **Stay grounded in the community:** Issues change, priorities rise and fall, people come and go— but community-building projects tend to fare best when they keep their primary focus on the people of their neighbourhood.

- **Draw strength from diverse identities:** Know and appreciate separate traditions. It’s possible for different groups to form an effective tapestry of community if each has *equal opportunity, respect and status*.

- **Be committed to the long haul:** Follow the game plan, keep up the pace, analyze, make changes, hold some resources in reserve— these are a few of the disciplines that will help to sustain a long-term commitment to community building.

- **Youth Voice:** Engage youth at an early age to get them to feel they’re part of the broader community and to make them feel responsible for their neighbourhood. Encourage programs for youth.

- **Business Voice:** Engage the local business community through business start up, entrepreneurial support, retention and expansion assistance. (32-33)

The Diversity and Community Engagement Plan will deliver on valuing and respecting the strengths and differences of all members of our community. Our diversity and how well we embrace it is the foundation of our current and future success. The Town and our partners are positioned to play a part in bringing new and richer diverse perspectives to Ajax (38).

### Measures: Strengthening Neighbourhoods

- **Strong Relationships:** Town staff and volunteers work collectively with groups, organizations and associations serving diverse groups.

- **Representation in Decision Making & Governance:** The Town’s leadership, staff, advisory committees and volunteers reflects the community it serves.

- **Effective Partnerships:** Community partners are identified and assist in building capacity with the Town playing a facilitative and collaborative role. (39)

### Goal Statement

The goal of the Town of Ajax is to promote open and accessible Town government which connects with diverse neighbourhoods and communities, increases participation in decision making, and develops capacity within the Town to address racism and discrimination and to build a community of acceptance. (52)

### Gaps in Community Engagement / Measures to be taken

- Provide education and awareness opportunities for residents, organizations and businesses on diverse groups and communities.

- Engage residents from diverse backgrounds as well as the general population.

- Determine what percentage of the population constitutes an engaged community so that realistic targets can be set and measured.

- Utilize various communications vehicles to reach diverse populations - although the current communications efforts are exemplary.

- Map resources, issues, outcomes and prioritizing efforts and resources.

- Utilize community volunteers to welcome newcomers would expand on the ability of the Town and respective organizations to inform residents of the resources available to them.

- Assist community groups to become diversity competent would assist in reaching and including a
Partnerships with community groups/organizations grounded in a commitment to access, equity and community engagement, also implies application of a diversity/equity lens and presupposes a process that is guided by the following principles:

- Inclusive
- Equitable
- Ongoing
- Results Oriented
- Trust and Openness also mentioned

Implementation

- 5-7 year horizon mapped out to implement recommendations
- Annual reports provided to council: last one February 9 2012
- Overseen by the Chief Administrative Officer
- Hiring of a Manager of Diversity has been recommended, and their objective is to set benchmark measures to monitor the plan’s implementation
- Council is responsible for the implementation of recommended actions and DACE and the Accessibility Advisory Committee should both play a role in monitoring the plan and advising council on its implementation
- Development of departmental action plans integrating diversity and community engagement into day-to-day Town operations and service delivery.
- Each department of the Town is then held accountable for implementing its planned activities through regular monitoring and reporting to Town Council.

Suggested Performance Measures for Community Engagement

1. Representation of known diverse groups on advisory committees, Council and volunteers
2. Number of diverse groups working in partnership with the Town and results
3. Satisfaction levels of groups partnering with the Town

Five key deliverables:

- Develop a vision and guiding principles and roles with respect to Inclusion, Diversity and Community Engagement.
- Speak with key opinion leaders, early adaptors, staff, politicians, and community and faith groups.
- Seek input from the general public and staff.
- Audit organizational practices and policies.
- Compare promising practices in other jurisdictions and recognize the promising practices that are evident in Ajax.
- Determine - what is going well, the gaps and develop a go forward plan. (72)

Contact:

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The policy covers the Sustainable Waste Management (SWM) Strategy. The City of Barrie will only be able to manage its residual waste within city barriers until 2024. Recognizing this, the City is proactively assessing future plans and an important aspect of this planning process is effectively engaging the community to incorporate their ideas during the development of the SWM Strategy.

Golder Associates Ltd. has developed the following community engagement plan with the City to recommend processes for effective community engagement.

The City of Barrie community engagement approach integrates community interests through the planning process by:

- Identifying key stakeholders at the outset of the process
- Carrying out several community engagement activities at varying levels of public participation.
- Participation levels range from the dissemination of information through mail cards and newsletters to more interactive methods such as open houses and workshops
- Documenting suggestions, issues and concerns
- Adjusting the SWM Strategy development and project design to respond to community input

As a first step in the engagement process, the City and Golder developed a Community Liaison Committee (CLC) to discuss public comments and their influence on the options for the SWM Strategy. Based on public comments, the CLC made recommendations to the Steering Committee to use in guiding their decisions on the strategy. Four CLC meetings were held throughout the process. The CLC was made up of members of the following:

- Environmental Action Barrie/ Living Green
- Greater Barrie Chamber of Commerce: Barrie Alliance for Sustainability in Economy, Environment and Energy Task Force
- City of Barrie Environmental Advisory Committee
- Barrie Construction Association
- Canadian Home Builders Association
- Transition Barrie
- Innisdale Secondary School Student
- Georgian College Student
- Residential representatives (multi-residential and single family unit representatives)

*Organizations listed were recruited by mail and individuals solicited via an advertisement placed in the local newspaper

Engagement Activities:

- Public Consultation Sessions – 7 sessions were held in total
Barrie Community Engagement Plan – Sustainable Waste Management Strategy March 2011

- **Newsletters** - mailed out as an effective method of disseminating information to the general public. Will be distributed prior to public consultations and will focus on the various options the city is considering for its SWM Strategy
- **Newspaper Advertisements**
- **Open Houses** - an interactive method of disseminating information to the general public and gaining their feedback. Drop in format designed to allow participants to assess information on their own time. Materials will include poster boards and handouts. In order to facilitate meaningful discussions, discussion tables will be set up near the posters with specific themes. Public Participation Facilitators will facilitate discussions at these tables and solicit feedback in the form of written memos.
- **Workshops** - provide more focused discussion with targeted groups stakeholders and allow for ‘problem-solving’ discussions. Groups could include: residents, municipal service and infrastructure providers, adjacent municipalities and community groups and non-governmental organizations

**Reporting:**

- Following each activity involving the public, feedback will be summarized into a report and will be made available to the public on the city website, city hall, the environmental centre and the municipal library

**Public Awareness and Communication Plan**

- In order to raise awareness and get community members engaged in the activities mentioned above, the city will rely on the following strategies to keep public awareness and communication high throughout the SWM Strategy development process:
  - Online - development of a comprehensive webpage detailing the strategy, giving public access to important reports, dates and frequently asked questions
  - Print - newspapers and fliers explaining the strategy, progress reports
  - Radio and local television - promotional materials and commercials
  - Presentations - public meetings to provide additional information
  - New Media - Facebook will help promote open houses and notify followers when new information is posted on the website

The purpose of this Public Awareness and Communication plan is to help effectively implement the Community Engagement Plan component to further the SWM Strategy. It will help to assess levels of engagement and assess the SWM Strategy’s value to the community as the community grows and changes over time. It will allow the city to stay up to date with its activities and respond to changes in the public attitude during the implementation phase of the SWM Strategy.
City of Brantford

### Community Engagement (process)
From the 2009 Brantford – Brant Community Profile

- Available at: [http://www.brantford.ca/discover/AboutBrantford/communityprofile/Pages/CommunityEngagement.asp](http://www.brantford.ca/discover/AboutBrantford/communityprofile/Pages/CommunityEngagement.asp)

**What is Community Engagement:**

*Community or Public Engagement is the process of getting the community involved in local efforts and activities. When residents participate in neighbourhood associations, politics, recreational activities (clubs), volunteer at organizations or connect during religious activities the community benefits.*

*Community engagement speaks to how a community comes together through various venues to build a collective vision and identity. In Brantford - Brant CMA collaborative efforts cover a wide range of activities from voter turnout in civic elections, volunteerism and charitable giving, service club memberships to participation in faith-based events.*

- No statistics to use as measures for this indicator.
- The Working Group welcomes suggestions from individuals and organizations to be included in subsequent reports.
- There is a city identified need to engage those living alone, and isolated, especially seniors but no measurable plan in place of policy uncovered.
- The City of Brantford is currently working on a Community Engagement Policy, and expect it to be available in June.

### 2010-2014 Brantford’s Community Strategic Plan: Shaping our Future
available at: [https://mybrantford.ca/BrantfordsCommunityStrategicPlan.aspx](https://mybrantford.ca/BrantfordsCommunityStrategicPlan.aspx)

- Specific desired outcomes and strategies identified for the city; mostly economic, about health or safety
- **Overarching Goal:** “Excellence in Governance and Municipal Management”
  - “Brantford citizens will be engaged in, and informed about their community and their city government
  - The City of Brantford will be known for its open and accessible government
  - Brantford will be characterized by strong community and intergovernmental partnerships
  - Brantford will engage its citizens through open and transparent communications, and be recognized as a well-managed city that provides efficient and effective government services while remaining fiscally responsible”

### Strategic Actions

- Create opportunities to enhance public understanding and involvement at City Hall including the development of a public consultation procedure”
- Develop a communication plan to enhance internal and external communication
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**Contact:**
Trudy Belanco  
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Brampton has no policy or standard operating procedure on community engagement in place at the moment.

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  Multilingual Services
  T: 905-874-2745 / F: 905-874-2119
  David.DeForest@brampton.ca

In Jan. 2012, Mayor Susan Fennell announced the development of a Strategic Community Engagement Plan to refresh the City’s Strategic Plan and be a blueprint to guide the growth of the City over the next two decades.
City of Burlington

<v>Christine Iamonaco is Burlington’s first Public Involvement Coordinator, and is leading the development of a community engagement charter.
  Christine Iamonaco
  Public Involvement Coordinator
  Corporate Services Division
  Phone: 905-335-7600, ext. 7885
  E-mail: lamonacoc@burlington.ca
  Fax: 905-335-7820
</v>

<v>Shaping Burlington, an independent Citizen Advisory Committee, presented to the Mayor, City Council and the community in April 2010 the Shape Burlington report which was approved in principle by City Council in July 2010. The report serves as one of the background documents for the Burlington Community Engagement Charter Team to create and implement the charter.
</v>

<v>The Charter Team includes both residents and City staff. Online collaboration between team members is facilitated by Basecamp, an online software program. The unofficial mascot is a rooster to symbolize “early community engagement on city initiatives that affect residences. Community engagement and public involvement should happen ‘early’, before decisions are made” (<http://cms.burlington.ca/Page7734.aspx>).
</v>

<v>Based on the City Council approved Report 1-12 (date to Council Jan. 30, 2012), Burlington’s Public Involvement Continuum has 4 levels – Inform, Consult, Involve/Collaborate, Empower. Charter development will be centered on Involve/Collaborate.
  <ul>
    <li><b>Inform</b>
      <ul>
        <li>Public Involvement Goal: To provide information to assist the public in understanding the topic, options, opportunities, solutions and/or decisions.
        </li>
        <li>Promise: We will keep you informed. We will provide timely and reliable information that is easy to find and understand.
        </li>
      </ul>
    </li>
    <li><b>Consult</b>
      <ul>
        <li>Public Involvement Goal: To obtain public feedback on analysis, alternatives, and/or recommendations.
        </li>
        <li>Promise: We will keep you informed, listen to and acknowledge input, and provide feedback about how public input influenced the outcome.
        </li>
      </ul>
    </li>
    <li><b>Involve/Collaborate</b>
      <ul>
        <li>Public Involvement Goal: To work directly with the public throughout the process including developing options and identifying the preferred direction.
        </li>
        <li>Promise: We will work with you to ensure your input is understood, reflected in the options developed and will look to you for advice. We will include your input and advice into the outcome to the maximum extent possible.
        </li>
      </ul>
    </li>
    <li><b>Empower</b>
      <ul>
        <li>Public Involvement Goal: To place final decision-making in the hands of the public.
        </li>
        <li>Promise: We will implement what you decide.
        </li>
      </ul>
    </li>
  </ul>
</v>
Shape Burlington Report: Creating an Engaged Community, 2010

Available at: http://shapingburlington.ca/the-shape-burlington-report-creating-an-engaged-community/

About Shaping Burlington:
- A volunteer, community-based, independent committee which is comprised of citizens who live in all areas of Burlington, and is dedicated to facilitate residents to become more engaged in the community and be empowered to effectively communicate their concerns to City Hall. (website: http://shapingburlington.ca/)
- The Shape Burlington report on civic engagement was completed in 2010 with the assistance of MASS LBP, a public consultation company, through investigating practices in communities around the world, interviewing committee members, representatives of cultural and sports groups, business community, citizen groups, high school students, city staff at different levels in different departments, department heads and managers, Councillors and Mayor.

Eight Recommendations on civic engagement:
1. **Engagement: Transform the City Hall culture to promote active citizenship and civic engagement**
   - Development of an Engagement Charter - a plain language policy document that incorporates benchmarks and accountabilities, describes the value, purpose and opportunities for citizens to influence city policies, explains how to navigate City Hall and its services, stipulates best practices and affirms city’s commitment to inform citizens and respond to their ideas and contributions.
   - Citizens may not understand City Hall’s procedures and policies. There should be basic education in order for citizens to navigate the system better and have more confidence to engage.
   - The Charter should incorporate an early notification system to provide citizens and groups information about meetings, events and issues, and to allow reasonable amounts of time to understand, discuss and develop positions before decisions are made. Citizens should be involved as early as possible, especially for major issues.

2. **Vision: Shift City Hall processes to greater involvement of all citizens in a shared vision**
   - Citizens should be more involved in preparing the city’s Strategic Plan after each municipal election (single best time to influence the city’s long-term direction), and developing a vision statement with clear and measurable action plans that the community will buy into.

3. **Communication: Empower people by overcoming communications deficit**
   - The City should foster the development of an independent information service, including a web-based community news and information portal
   - The Communications Department at City Hall should be a timely and reliable source of City information free of political bias. Transformation should include a revamped and more frequent City Talk, webcasts of committee and Council meetings and a user-friendly, well-written website.

4. **Trust: Improve the public’s trust and confidence in City government**
   - Staff and members of Council should review protocols and procedures to improve public trust, confidence and respect for citizens. Citizens have a right to be treated as customers and as citizens.
   - There should be ongoing staff training programs, and the establishment of cross-departmental and measurable customer service standards
   - Public meeting delegation process should be overhauled so that it is not obscure or intimidating
for citizens unfamiliar with City Hall or unaccustomed to public speaking

- Council could periodically hold its meetings in different geographical areas, including libraries, community centres and schools where students could participate, to enhance transparency and access.

5. **Belonging: Build a caring and inclusive community**
   - The City should reach out to minorities, marginalized groups and all geographical areas, and should establish a policy of inclusivity measurements to ensure city policies, programs and services reflect changing population.

6. **Participation: Empower committees and community organizations that work for people**
   - An Office of Engagement should be established to foster and implement recommendations contained in this report. The role and responsibilities of Director would include implementing the Engagement Charter, working with municipal departments to review policies and design more effective ways of engagement, initiating discussions with community groups, providing support for the Citizen Advisory Committees and local institutions whose potentials have not fully been realized.

7. **Youth: Reaching out to the next generation**
   - Council in cooperation with the school boards should invest in meaningful initiatives of civic engagement at different grade levels.

8. **Governance: Define roles and responsibilities**
   - A Governance review should be undertaken to define and differentiate the roles and responsibilities of Council and staff, ensure Council members make effective and time-appropriate decision, and staff is empowered to do their job of administration, providing advice and implementing Council policies and decisions.
The City of Cambridge currently has an Official Plan in place that was created in 1997 and has been updated every 5 years since.

In creating the Official Plan, community engagement strategies were used as part of the process of creating the plan.

The City of Cambridge has a Youth Advisory Committee (separate from dealings with the Official Plan) that meets monthly in efforts to better youth community opportunities and environment in the city. It has proven to be an excellent opportunity to promote youth engagement and responsibility towards their community.

City of Cambridge Official Plan- Community Engagement Component

**Community Engagement:**

- Identified that the process for the Official Plan Review needed to go beyond the statutory public meetings required by the Planning Act. Staff acknowledged that while the Official Plan is an important document, most community members are not that familiar with it nor do they see the links between it and their daily lives. At the same time staff wanted community input on the appropriateness of the goals, objectives and policies of the Official Plan.

- The challenge for staff is to design a community engagement process that will interest people to participate and provide them with enough information that they can make informed comments about what they think the Official Plan should be or should not be.

- Components of Community Engagement:
  - **Information Forum:**
    - Purpose of the online forum is to:
    - Provide information to the community on growth projections; current and past trends; the implications of the Province’s and Region’s growth plans etc.; and
    - Understand what community members’ value about Cambridge and how they envision future growth. For example do people think it is appropriate for growth to occur? Are there areas that should be protected, redeveloped, improved? What form should growth take?
    - The information collected will be used by staff to develop a range of options to accommodate future growth.
  - **Community Workshops**
    - Presentation of a range of options on how growth could be accommodated in Cambridge.
    - Community discussion and feedback on the options
    - Engage community groups; individuals; stakeholders
    - Information collected will be used to develop the Final Growth Management Strategy
  - **Draft Official Plan – Summer/Fall 2009**
    - Community engagement sessions to receive feedback on the draft goals, objectives and policies of the plan. More details on these sessions will be developed as the date approaches
    - Information collected will be used to develop the final draft of the new Official Plan
What is Community Engagement?

- Many very similar characteristics
- A collaborative process
- Involving the public in decisions that will affect their lives
- Span of activities that support involvement in decision making that improve the community
- Focus on a group of people affiliated by geographic proximity, special interest, or similar situations to address the well-being of those people (3)

Along a continuum of increasing participation, there are various levels to community engagement starting with:

- **community consultation**
  
  *moving towards...*

- **community representation**

- **community involvement/participation**

- **community empowerment**
  
  *and lastly...*

- **community development**

Principles:

- openness
- trust
- accountability

“WHEN TO USE COMMUNITY ENGAGEMENT?”
Chatham-Kent Engaging the Community: Never Doubt the Power
December 12 2011

➢ during planning (strategic or operational)
➢ when assessing the potential impact of a policy on the community
➢ when reflecting on an experience and looking to generate lessons learned/next steps
➢ when making decisions

The Process of CE

PLAN – determine CE priorities; develop a plan for each priority (regions/areas/programs); develop an evaluation plan

DO – start small; document progress including risk management issues; ensure community input is considered in decision-making processes; collect evaluation data

STUDY – analyze data for each engagement project and aggregate data; summarize and reflect on outcomes, best practices and lessons learned

ACT - report on outcomes, lessons; report to community; refine tools of engagement and processes; update strategies (14-16)

7 Key Criteria for Evaluating Effectiveness

1. “A broad range of people are participating and are engaged
2. People are trying to solve complex issues
3. The engagement process creates vision, achieves results, creates movement &/or change
4. Different sectors are included in the process
5. There is a focus on collaboration and social inclusion
6. The community determines local priorities
7. There is a balance between community engagement processes and creating action” (16)

“Chatham-Kent Community Strategic Plan 2nd ed.”
Adopted in 2005
“Working Together... To Achieve the Vision”
- Available at:
  http://www.chatham-kent.ca/StrategicPlanning/Pages/CommunityStrategicPlanningCommittee.aspx

  overseen by the Community Strategic Planning Committee :
  http://www.chatham-kent.ca/Council/CommitteesOfCouncil/ComStratPlanCommitee/Pages/CommunityStrategicPlanni ngCommittee.aspx

- 20-year community vision and 6 pillars to guide Municipality and community with engagement as a primary goal:
**Chatham-Kent Engaging the Community: Never Doubt the Power**  
**December 12 2011**

“Civic Engagement” as one of the main objectives along with health, economy, environment, culture and learning

- **Civic engagement describes the degree to which local citizens are involved in their community and demonstrates how individual and collective actions are designed to identify and address issues of public concern.**  
  (26)

- An underlying principal of this objective is that an engaged citizen should have the ability, agency and opportunity to move comfortably among various types of civic acts.

1. **Identify opportunities** for voluntary action and encourage, train and recognize volunteers
2. **Encourage public input and participation** in decision-making on all community issues
3. **Enhance networking and communication opportunities** throughout Chatham-Kent
4. **Support leadership programs** with a focus on youth

**Council Directions and Actions 2011 – 2014:**

6 **measurable Directions** to help support Chatham-Kent in accomplishing its vision:

1. Healthy, Active Citizens
2. Growth Through Variety of Post Secondary Institutions
3. High Quality Environment Through Innovation
4. Destination Chatham-Kent!
5. Magnet for Sustainable Growth
6. Prosperous and Thriving Community

5 **Strategies** identified

1. **Engage the Community in Moving the Vision Forward**
2. Facilitate Partnerships with Other Levels of Government
3. Reprioritize Based on Our Vision
4. Promote and Implement Our Shared Vision
5. Lead with Courage and Conviction to Achieve Our Vision

**COUNCIL ACTION #8 - Community Engagement**

**Municipal Initiative:** Adopt a Civic Engagement Policy; Pilot an Ambassador Program; Capitalize on all appropriate means of communication including social media

**Desired Community Outcome:** Every citizen in CK participating in delivering our Vision.

**Background**

“In December 2010, Council came together to describe the ideal Chatham-Kent. The process included
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brainstorming ideas and then grouping them according to their similarities. The results were six measurable Directions that will support Chatham-Kent in accomplishing its vision. Next Council determined the obstacles that would hinder them in fulfilling the vision. Lastly Council determined how they need to lead in order to overcome these obstacles. Five Strategies were identified.

In October 2011, Municipal Council and senior administration came together to collectively determine how Council’s Strategies could be acted on. This exercise produced eight Council Actions and resulting municipal initiatives, as shown above.”

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### Guelph Guiding Principles for Public Involvement

Available at: [http://guelph.ca/cityhall.cfm?itemid=46441&smocid=1441](http://guelph.ca/cityhall.cfm?itemid=46441&smocid=1441)

- **Inclusive not Exclusive** - Everyone’s participation will be welcome. Anyone with a known interest in the issue will be identified, invited and encouraged to be involved early in the process.

- **Voluntary Participation** - The process will seek the support of those participants willing to invest the time necessary to make it work.

- **Purpose Driven** - The process will be clearly linked to when and how decisions are made. These linkages will be communicated to participants.

- **Time and Financial Constraints** - The process will operate within an appropriate time frame and budget.

- **Communication** - The process and its progress will be communicated to participants and the community at-large using appropriate methods and technologies.

- **Adaptability** - The process will be adaptable, recognizing all limits or constraints and allowing the level of public involvement to be reflective of the magnitude of the issue and the needs of the participants.

- **Access to Information** - The process will provide participants with timely access to all relevant information in an understandable and user-friendly way. Education and training requirements will be considered.

- **Access to Decision Making** - The process will give participants the opportunity to influence decision making. The participants will be provided with feedback as to how their input influenced the decisions as they are made.

- **Respect for Diverse Interests** - The process will foster respect for the diverse values, interests and knowledge of those involved.

- **Accountability** - The process will recognize that participants are accountable to both their constituents and to the success of the process.

- **Evaluation** - The success and results of the process will be measured and evaluated.

All parties (including council, staff, other proponents and the public) have a responsibility to:

- focus on the real issues and not on the furthering of personal agendas;
- balance personal concerns with the needs of the community as a whole;
- have realistic expectations;
- participate openly, honestly and constructively, offering ideas, suggestions, alternatives, etc.;
- listen carefully and completely;
- identify their concerns and issues early in the process;
- provide their names and contact information if they want direct feedback;
- make every effort to work within the project schedule; if this is not possible then this should be discussed with the proponent as soon as possible. Participants must also recognize that process schedules may be constrained by external factors (e.g. broader project schedules or legislative requirements);
- recognize that there is no single voice that is more important than all others, and that there are diverse opinions to be considered;
- work within the process in an integrated and cooperative manner;
Guelph Guiding Principles for Public Involvement

- accept some responsibility for keeping themselves aware of current issues; when possible, participants should also make others aware of project activities and solicit their input; and
- recognize that the measure of the success of the process is the fullness of public involvement and the quality of the outcome.

Guelph Communications Plan 2010

Available at: [http://www.guelph.ca/cityhall.cfm?subCatID=2303&smocid=2872](http://www.guelph.ca/cityhall.cfm?subCatID=2303&smocid=2872)

**Vision:**
An aware and involved community and engaged and responsive employees, capable of listening, sharing ideas openly and working collaboratively to shape Guelph’s future.

**Mission:**
To provide a framework to enhance the City of Guelph’s two-way communications capacity, improve stakeholder relationships, and deliver effective communications programs that help achieve organizational goals.

**Guiding Principles:**
- Provide information that is timely, accurate, clear, accessible and responsive.
- Consider the range of communication tools at our disposal and use those most appropriate to address the needs associated with each circumstance.
- Work collaboratively across the organization to ensure that information is thorough, factual and timely.
- Respect the access to information and privacy rights of citizens and employees.
- Support opportunities for engagement to inform public policy.
- Strive to achieve a culture of two-way communication and communications excellence practices.

**Two-way communication**
- Involves ongoing, direct and timely dialogue with stakeholders, allowing the City and stakeholders to negotiate with one another to reach mutually satisfactory outcomes
- Fosters effective relationships.
- Ensures that City communications are well-coordinated, effectively managed, and responsive to the information needs of the public, employees, and Council.

**Timeline:**
The plan is proposed to be implemented over a five-year period from 2011-2015 with four phases. Below are the goals and their objectives across the four phases. See the Plan for proposed strategies and actions associated with each objective.

- **2011-2012 ➔ Goal One: To improve the quality of internal communications**
  - Increase the percentage of employees that consider themselves well-informed about City programs, issues and initiatives.
Guelph Communications Plan 2010

<table>
<thead>
<tr>
<th>Year</th>
<th>Goal Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-2013</td>
<td>Goal 2: To proactively identify issues and respond to them in a timely manner,</td>
</tr>
<tr>
<td></td>
<td>reducing the likelihood of escalation.</td>
</tr>
<tr>
<td>2013-2014</td>
<td>Goal 3: To support and encourage an engaged community that is aware of and</td>
</tr>
<tr>
<td></td>
<td>participates in the public involvement process, and recognizes its role in</td>
</tr>
<tr>
<td></td>
<td>addressing issues and contributing to municipal policy and solutions.</td>
</tr>
<tr>
<td>2014-2015</td>
<td>Goal 4: To establish and build on mutually beneficial, trustworthy relationships</td>
</tr>
<tr>
<td></td>
<td>with stakeholders.</td>
</tr>
</tbody>
</table>

- Increase employee’s readiness for communication and problem solving across departments.
- Improve the organization’s ability to anticipate and respond to issues.
- Increase participation in public consultation and dialogue.
- Improve the quality of the City of Guelph’s key stakeholder relationships.
- Increase stakeholders’ awareness of City programs and initiatives.
Region of Halton

Available at: [http://www.halton.ca/cms/one.aspx?portalId=8310&pageId=11947](http://www.halton.ca/cms/one.aspx?portalId=8310&pageId=11947)

- Endorsed by Halton Regional Council in July 2009

Definition:
**Citizen Participation** is the process of engaging the public in a range of activities and relationships, including two-way communication, education, consultation, advisory bodies, partnerships, volunteerism, feedback, forums, program involvement, outreach and ongoing dialogue, for the purpose of adding value to Regional projects, policy development, programs and services.

**Public Consultation** is an activity that occurs as part of citizen participation, it is the process of seeking public input and exchanging information so that the public can influence decisions regarding Regional projects and policy development and the programs and services that affect them.

Purpose of Policy:
- To provide a set of principles for public meetings or consultations, including advising the public of opportunity to be involved.
- To be used by citizens and stakeholder groups as a reference tool when attending a public meeting.

In applying the Principles, the document provides minimum standards which may be exceeded. It should be read in its entirety within the context of the Halton Region Strategic Plan. The relevant guiding principles are to be applied to each situation.

Principles:
- **Value and encourage public involvement.** The development of a public consultation plan in the early stages of a project or program is encouraged.
- **Share information and educate.** The Region shall regularly share information and educate the public to promote awareness and discussion.
- **Early involvement.** To ensure opportunities for public input as early as possible, public consultation shall be incorporated into the design, development and implementation of Regional projects, policies, programs and services.
- **Timeliness.** The Region shall provide information to the public in a timely and regular manner. Timely notice may be influenced by legislated timeframes, urgency (e.g. public safety), and degree of potential impact. The Region is committed to meeting, and where possible exceeding, notice requirements established in legislation or Regional policy. If there are no specific requirements, the Region will seek to notify the public not less than two weeks in advance of a planned consultation event.
- **Openness/Two-way communication.** The Region values information sharing, and will create opportunities for open, constructive and balanced discussion.
- **Accessibility/Diversity/Inclusiveness.** Consultation processes shall include those members of the public who may be affected by a particular issue. Processes shall be inclusive through the use of
consistent and plain language, accessible locations and scheduling, and a variety of 
communication tools to promote consultation opportunities.

- **Mutual respect/Objectivity.** The Region will consult in a fair and respectful manner, considering 
  all views to build trust in a non-confrontational and constructive manner. Participants are asked to 
  keep informed, identify issues as early as possible, work cooperatively within the process, keep 
  expectations realistic and focus on the problem/issue/opportunity at hand.

- **Efficiency/Effectiveness.** The Region will adapt consultation methods, resources and timing. 
  maximize the public’s involvement and effective use of their time, avoid scheduling conflicts with 
  other consultations/events in the same community, public holidays, religious or cultural events, 
  and consider the travel requirements for rural residents/commuters by hosting events at 
  alternative times and locations

- **Privacy.** The Region will adhere to the privacy requirements established in Provincial legislation 
  and Regional policy, and will respect requests for additional individual privacy within the limits of 
  the legislation.

- **Clarity.** The Region will communicate in a clear and effective manner and address all affected 
  interests.

- **Responsiveness/Feedback.** The Region will respond to concerns, needs and input in a timely and 
  constructive manner.

- **Partnership/Responsibility.** The Region and the public are partners with a shared responsibility 
  for success and agree to participate in good faith.

- **Skills/Resources.** Staff facilitating consultations will receive support through training and 
  resources to assist them.

- **Evaluation/Closure.** The Region will evaluate its public consultation processes and make changes 
  as required. Outcome will be made public, and if requested, individuals will receive updates. 
  Method, extent of the public consultation, and public input that results from it will be considered 
  as part of the review and decision-making process.

- **Transparency.** At the beginning of public consultation, the Region will communicate the issue, the 
  objectives and scope of the consultation, the roles and responsibilities of participants.

- **Accountability.** The Region is accountable to the public for the consultation processes, final 
  decisions and outcomes.
City of Hamilton

- The City of Hamilton does not have a formal community engagement strategy, but through the Emergency and Community Services Committee and the Hamilton Centre for Civic Inclusion (HCCI), various components of community engagement exist:
  - HCCI continues to provide ongoing civic skills and leadership training, community capacity building and support for the newcomer communities to make their voices heard in all aspects of community life:
    - HCCI held community dialogue with a number of community/neighbourhood groups including the Beasley Neighbourhood Association re the expansion of our highly successful Community Mobilization Training program to be delivered in neighbourhood centres/hubs throughout the community.
    - HCCI provided capacity building support to the recently established Centre for Women of Colour, a new and emerging women’s group working with newly arrived immigrant women from the continent of Africa who have been victims of violence. HCCI is assisting the group to connect to appropriate community resources and support system including Hamilton Police Services.
    - HCCI provided support and facilitated several capacity building sessions with the recently established African Canadian Network of Hamilton (ACNOH) about governance and organizational sustainability. We are also assisting the group with issues related to the educational system and parent engagement as well as advocacy around the racialization of poverty.
    - HCCI is working collaboratively with You Me Gallery on James North and Workers Arts and Heritage Centre to engage newcomers in telling their stories in the soon to be launched exhibit: "What does being a new immigrant mean to you?"
      - The project aims to increase greater understanding of and appreciation for the significant assets newcomers bring to our community.
    - Together with Volunteer Hamilton, HCCI is providing training workshops to volunteers from the diverse ethno-cultural communities of Hamilton in order to increase their involvement and participation in community life.
  - Youth Engagement- Youth in Motion Program: Organized by HCCI, 20 young people participated in a Leadership Development Retreat. In this retreat they participated in interactive workshops that included:
    - Learning to Lead, Self-Awareness, Effective Communication, Team Building, Problem Solving, Conflict Resolution, and Goals & Goal Setting.
    - In addition, 16 young people participated in Youth Empowerment/Communication Training. This 6-session training program provided young people with tools to develop and apply their public speaking skills. This program is built upon the Toastmasters Youth Leadership speaking program.
    - HCCI works with HWDSB to provide diversity and awareness training and develop anti-bullying workshops and activities for students.
  - Advantage Diversity
    - HCCI has developed new “Fee for Service” contracts for:
      - Family Health Team Network Collaborative to provide diversity training for frontline mental health workers, Hamilton Health Sciences and Hamilton Police Services
About FOCUS Kingston:

- Through their FOCUS Kingston Steering Committee, the City of Kingston has framework in place for community involvement.
- The steering committee is made up of members of Kingston City Council but also members of the general public. High level decisions are made by the FOCUS Steering Committee and then when needed, the staff will propose direction from the Kingston City Council.
- The FOCUS Kingston Steering Committee was formed in 1998 and has engaged in several activities that have laid the groundwork for the development of an Integrated Community Sustainability Plan (ICSP).
- FOCUS Kingston acts as a liaison of the next steps of the ICSP and ensures that the most effective methods of engagement are used to create and solicit contributions to the process. The city found that best practices from other community projects will need to be implemented including:
  - Engagement (informing and campaigning concepts of sustainability)
  - Outreach- taking what is heard in the community and invite participation from community groups and organizations that are not already taking part
  - Partnerships- Find opportunities to partner with community, not-for-profit businesses, cultural, professional, labour organizations to improve the efficiency of public engagement and consultation
- The last review of the plan found was in 2008- The 2008 plan mentions further activities but more recent information was not found.
- Community involvement is critical for the development of the plan as well as for the ongoing community involvement in setting priorities and implementing actions with the community.
- Community participation is essential to ensure that the city:
  - Has an in-depth and up to date understanding of community issues,
  - Identifies the most valuable actions to pursue as a community within our given resources and capacities
  - Has the ability to effectively implement the chosen actions to achieve results.
- Effective, strategic and authentic communication and engagement is critical to the successful development and implementation of the Kingston ICSP. The development of the Kingston ICSP is to be facilitated by the City but owned by the community. The success of its implementation is dependent on the ongoing empowerment and motivation of the community as a whole. A cornerstone of the communication and engagement plan will be the development of a strong Kingston ICSP brand identity. The communications element of the plan will provide a framework for all outward communications and the engagement element of the plan will provide a framework for all inward communications.
• Identify communication/engagement strategies, avenues, objectives, key messages, audiences, tactics, and resource needs (personnel and budget) for each relevant milestone and its respective activities.
• Provide an overall project communications/engagement timeline
• Provide an approach to evaluate the effectiveness of communications/engagement to inform next steps.
• Specific Activities:
  ➢ Speaker Attraction and Community Conversations (2 planned) built on the outcomes of focus groups held in 2007. The first of the two planned attractions were the public launch of the development of the ICSP and served as an opportunity to inform, engage, and excite the public about the ICSP and their role in the development and implementation. The purpose of these events was to refine the community sustainability vision, principles and theme areas. A high profile key note speaker with the ability to engage audiences that may not typically participate in municipal consultation processes kicked-off the event. These talks will set the stage for an engaging public session to refine the ICSP vision, principles and theme areas. They were envisioned to be evening 2.5 hour sessions.
City of Kitchener

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Kitchener Community Engagement Toolkit 2010

- Approved by City Council in June 2010
- The toolkit is the primary source on community engagement for City staff. Training sessions have also been held specifically on community engagement and how to use the toolkit.
- Kitchener plans to assess the application and effectiveness of the toolkit in fall 2012.

Purpose of the toolkit:
- To provide practical guidelines for identifying which form of community engagement is most appropriate to use and when
- To assist staff in planning, designing, implementing and evaluating a range of public engagement techniques
- To be a toolkit that describes an array of public engagement techniques and methods to address barriers
- To provide a list of reference materials for further enquiry.

Furthermore, City staff are required to refer to the toolkit when submitting reports in order to explain to Council how they have engaged the community

Definition:
Community engagement means regularly engaging citizens through the sharing of information, through citizen consultation on specific projects and through the active and ongoing participation of citizens, businesses and community organizations in the development of city policies, strategies and plans for strategic investments.

Benefits:
- Deeper understanding of the community and its issues.
- More informed decisions that reflect public values which are more likely to be backed up by the public.
- Develop better policy by drawing on the experiential knowledge of the public and other forms of knowledge which reflect community needs.
- Overcome polarization and reduce conflict so that all parties may come to understand each other’s position and begin to develop trust relationships.
- Engage community members in local political life which will enhance their life, cultivate civic capacity and understanding, and potentially increase confidence in political practices and structures.
- Include vulnerable population groups
- Enhance the capacity of a given project, such as eliminate or reduce litigation costs and project delays, increase trust in the corporation and its staff.

Guiding Principles:

- **Communication**: Engagement process and each step of its progress will be communicated to participants and the community at large using appropriate methods and technologies.
  - Commitment by the City includes providing information that is timely, accurate, objective, easily understood and highly accessible; working with the community in a cooperative and collaborative manner; involving the community as early as possible; and reminding stakeholders that their views and involvement are welcome and valued.

- **Inclusivity**: Engagement process will be based on building trust and relationships within the community.
  - Commitment by the City includes developing specific strategies for effective communication and consultation, building stronger links with community members who are not often engaged; fostering respect for diverse values, interests, and knowledge; encouraging participation by those who will be affected by the decision.

- **Continuous Improvement**: the City will continue to seek better ways of engaging the community at large about complex issues.
  - Commitment by the City includes sharing ideas, techniques, knowledge and experience across the departments; seeking to learn from and share the best practices with other organizations and communities.

- **Transparency and Accountability**: The city will be transparent and accountable for acting in accordance with its “Commitment to the Public” and will demonstrate that results and outcomes are consistent with the promises it makes.
  - Commitment by the City includes ensuring participants will be clear about the reasons why they are involved, what is expected of them and the range of outcomes their involvement will produce; participants will be provided with feedback as to the results of the process and how their input influences the decisions; and the engagement process will be evaluated and outcomes measured.

- **Resources**: The City acknowledges the importance of engaging the community and providing adequate staff, time and funding to do so.
  - Commitment by the City includes allocating available resources to support effective community engagement; training of staff; and ensuring stakeholder time and resources will be respected and used effectively.

- **Engaging partners**: To the best of its ability, the City will work in partnerships with individuals, groups and organizations to seek mutually beneficial outcomes.
  - Commitment by the City includes building awareness of potential partnerships; partnering
with community stakeholders when appropriate for joint recommendations; encouraging community stakeholders to remain involved in the implementation of decisions and future community issues.

**Framework of Community Engagement**

<table>
<thead>
<tr>
<th>Method</th>
<th>Inform</th>
<th>Consult</th>
<th>Collaborate</th>
<th>Entrust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Definition</td>
<td>To provide the public with balanced and objective information to assist them in understanding the problem, alternative, or solutions.</td>
<td>To obtain public input into priorities or decisions, usually at one point in the project planning or implementation process.</td>
<td>To partner with the public in various aspects of the planning and decision-making process usually including the development of alternatives and identification of the preferred solution.</td>
<td>To address the needs of the public and place the final decision in their hands.</td>
</tr>
<tr>
<td>Promise to the Public</td>
<td>We will keep you informed.</td>
<td>We will inform you, listen to you, acknowledge your concerns, and provide feedback on how public input influenced the decision.</td>
<td>We will look to you for direct advice and innovation in formulating solutions, and incorporate your advice and recommendations into the decisions to the maximum extent possible.</td>
<td>We will work with you to reach a final decision and implement what you decide.</td>
</tr>
</tbody>
</table>

**Process of Community Engagement**

1. Define the project or issue, and outlines the stages of the project.
2. Consider why community engagement is appropriate, the purpose and goal of
engagement. Consider who the relevant stakeholders are.

3. Consider policies and other project constraints (e.g. budget, timeline, legal requirements), history of the issue (e.g. people’s level of involvement, past reactions and current attitudes). Define influencing factors at each stage of the project.

4. Choose a form of engagement that is appropriate.

5. Implement the community engagement plan. Consider the tools and techniques, identify strategies for working with special populations, budget, timelines, and key decision points (when and how often to reasonably engage stakeholders), define communication strategy and how stakeholders’ input will be used, how they influence the decisions and how to uphold “the promise to the public”, and define how information will be tracked and how the engagement process will be evaluated.

Monitoring and Evaluating

- **Formative evaluation**: occurs during the community engagement activity and examines the process itself, identifying strengths and areas of improvement.
- **Summative evaluation**: assesses the results in terms of both impact and outcomes, identifying whether the activities and the process meet the goals and objectives.

**Step 1: Define and clarify the community engagement process to be evaluated.**

Objectives should be Specific, Measurable, Achievable, Relevant, and consider Timeframe (SMART)

**Step 2: Determine the purpose for the evaluation and who should be involved.**

Why evaluate? Who will conduct the evaluation? Who will participate in it? Who will be the audience and how will evaluation outcomes be communicated?

**Step 3: Compile a list of key questions and the information required to answer them.**

What questions will be asked and what types of information will be needed (e.g. performance criteria, quantitative indicators)?

**Step 4: Identify sources of data and methods for collecting new data.**

Possible sources include documentary evidence (e.g. meeting minutes), observation, interviews, focus groups, citizen surveys, and questionnaires. Attention should be given to more qualitative aspects of the community engagement process (e.g. feeling of meaningful involvement, greater sense of belonging), not only the quantitative aspects.

**Appendix A** includes a table of the tools and techniques that can be used for each method of community engagement, and the strengths and weaknesses of each tool.

- **Inform** – tools include posters, newsletters, briefings, media articles/coverage, advertising, brochures, flyers or fact sheets, websites, presentations, information hot line, site visits etc
- **Consult** – tools include open house sessions, community panels, public hearings, interviews, surveys, focus groups, expert panels, Town Hall meetings, workshops, Delphi processes etc
- **Collaborate** – tools include participatory appraisal/research, roundtable discussions/workshops, task forces, advisory committees, Planning for Real
- **Entrust** – tools include Development Trusts, decision-making boards,

**Appendix B** includes a table of possible evaluation indicators that City Staff could consider when conducting an evaluation of the engagement process. But evaluation is left to the staff involved in community engagement for a given project.
Kitchener Online Communications Strategy

Available at: [http://www.kitchener.ca/en/insidecityhall/Online_communications_strategy.asp](http://www.kitchener.ca/en/insidecityhall/Online_communications_strategy.asp)

- Began with the development of the Terms of Reference in Sept. 2009 and spanned more than eight months of data collection, weekly meetings, group discussions, researching other Canadian municipalities’ use of social media, and in-depth interviews and research conducted with 11 Canadian cities and one U.S. city, as well as results from community surveys and external focus groups.
- City’s website and its affiliated websites, groups or enterprises, and internal communication tools were not considered during the development of the strategy.

**Recommendations:**
- A shift towards a more balanced approach between the use of online communications and traditional communications in order to reach as many stakeholders and diverse audiences as possible.
- A centralized resource for the oversight and use of social media sites, and the creation and maintenance of content of those sites (the Corporate Communications and Marketing Division).
- The establishment of a single official corporate account for social media tools, including Facebook, Twitter, YouTube, Flickr, LinkedIn, for the dissemination of information about city initiatives, programs, services, projects.
  - A single corporate account within each tool as opposed to several accounts for various projects and enterprises for consistency of information, consolidation of followers, effective use of resources, and one-stop shop for the public.
  - Additional online information tools for information sharing purposes include Kijiji for advertising purposes, E-newsletters, email signatures.
  - Effectiveness of social media tools depends on the City’s ability to establish and grow its base of followers for each tool. Traditional communication tools can be used to build online base of followers.
  - Online tools **not recommended** include Craigslist (primarily American demographics and significant amount of inappropriate sexual content), Myspace (primarily art and entertainment content), Digg (small proportion of Canadian audience and expansive advertising), Yahoo ads (high cost), Google ads (high cost), and YouTube ads.
- A comprehensive communications and marketing plan be established and implemented to raise awareness of the City’s use of social media tools and encourage residents and stakeholders to stay informed through those networks.
- A Comprehensive social media training program for staff about the City’s approach to social media, purposes, benefits and risks, and the policies and guidelines in place to support them.
- Ongoing review of existing and new social media tools for use in conjunction with traditional communication methods. Tools will be selected in collaboration with customers in the same way that traditional communication methods are chosen for projects and initiatives which are based on the size, scope, objectives, and target audiences.
- Engaging customers in the development of specific performance measurements which focus on the effectiveness, costs and benefits of each online tool.

**Appendix B: Social Media Policy**

Policy scope applies to all City of Kitchener staff, particularly those who make public statements on corporate or personal social media sites, social media networks and/or personal websites that discuss, share or comment on city business. The policy includes statements on:
Appendix C: Social Media Guidelines for Staff

Appendix D: Effective Web-Writing
Based on three factors:
- **Know your audience:** who the target audience is, what they will be looking for, consider literacy levels and word usage by keeping language simple and clear, use of active voice and direct language with specific and concrete terms to enhance clarity, write in friendly and conversational tone and in the first-person when possible.
- **Be relevant and objective:** start with the most useful and important point, feature actionable content such as bulleted lists and hyperlinks, avoid sales pitches (people want to know what is in it for them, helping the reader feel a connection to you and your service/message), keep messages flowing by using connector words and phrases.
- **KISS – Keep it Simple and Short:** keep posts short, brief and meaningful headlines, communicate information quickly with the most important information at the top, offer small bits at a time, use sub-heads, use key words, avoid overly long sentences and vary sentence length for interest.

Appendix E: Best Practices in Online Graphic Design
Appendix F: Facebook Disclaimer
# London Community Engagement Policy

<table>
<thead>
<tr>
<th>Available at:</th>
<th><a href="http://www.london.ca/d.aspx?s=/Committees_and_Task_Forces/Engagement/default.htm">http://www.london.ca/d.aspx?s=/Committees_and_Task_Forces/Engagement/default.htm</a></th>
</tr>
</thead>
</table>
| Contact:    | Elaine Gamble  
Civic Administration Lead  
519-661-2500 ext. 4782  
egamble@Longon.ca |

- Drafted by the Community Engagement Task Force which started in May 2011. The members comprised of citizens at large and staff who had a desire to enhance engagement in municipal government and were available to attend a majority of meetings set out in the timeline.
- The policy was approved by City Council in January 2012.
- The Task force is set to work at the following three tasks in the next six months: researching and making recommendations regarding: 1) “empower” (see framework below); 2) legislations and bylaws that support and enhance community engagement in other provinces and countries; 3) Civic 101 curriculum, either offered online or in person, to educate citizens about community engagement.
- Internally, the City will develop an implementation plan, evaluation, and tools or training for staff involved in community engagement. But no resources have been allocated at the moment.

| Policy Statement: | All Londoners have the right to participate in clear and transparent public engagement processes in a timely, meaningful and appropriate way. We believe in inclusive community engagement processes to ensure quality communication, citizen involvement and community participation across a variety of options - inform, consult, collaborate, empower. We also believe that community engagement is a mutual responsibility of both the City of London and community members. |

| Vision: | All Londoners working together for a better future. |

| Mission: | Effectively inform, educate and engage citizens in a transparent and collaborative manner that promotes greater participation in municipal government. |

| Definition: | **Community engagement** is the process of meaningful two-way dialogue and participation in forming decisions that affect the community. The community engagement process is transparent, responsive, inclusive and empowering and is based on realistic expectations, mutual respect and trust. |

| Key Success Factors: | **Mutual Respect and Inclusion:** All participants will listen and respect different opinions, be flexible in |
## London Community Engagement Policy

how we interact and be open to considering alternatives.

- **Accessibility**: Information and communications are easy to find, access and understand.
- **Shared Responsibility**: Both the City and the community have responsibilities to fulfill in honouring the implementation of the Community Engagement Policy and both will endeavour to meet these responsibilities.
- **Transparency**: All processes will be open, understandable, transparent and inclusive. All participants will make the best effort to reach, involve and hear from all those who are directly and indirectly affected.
- **Realistic Expectations**: At each level of engagement, all participants will understand their roles, responsibilities and authority and will understand that the interest of the community may be greater than the interest of individuals.
- **Responsiveness**: All participants will listen and respond to concerns in a timely manner, ensuring that outcomes and next steps are communicated.

### Framework of Community Engagement

1. **Inform**: Provide detailed information and awareness to the public.
   - **City’s Responsibility (Commitment to the Public)**: We will keep you informed by providing you with timely, accurate and accessible information.
   - **Community’s Responsibility (Commitment to the City)**: We are attentive to information that is available and will be informed by actively seek out timely, accurate information.
   - **Guidepost for Use**: Decision has already been made; Not looking for feedback; City has control to make the decision and implement it

2. **Consult**: Obtain public feedback on alternatives and/or decisions in order to inform decision making.
   - **City’s Responsibility (Commitment to the Public)**: We will listen to you, acknowledge your concerns and seek to listen to diverse perspectives.
   - **Community’s Responsibility (Commitment to the City)**: We will participate and share our knowledge and views. We recognize that not all input may be reflected in the final decision.
   - **Guidepost for Use**: City has control to make the decision and implement but wants some feedback before making a final decision.

3. **Collaborate**: Partner with stakeholders in all steps of the process, including the development of strategies and recommendations and the identification of preferred solutions.
   - **City’s Responsibility (Commitment to the Public)**: We will facilitate a two way conversation which is collaborative and work with you to address your concerns and incorporate your advice.
   - **Community’s Responsibility (Commitment to the City)**: We will provide advice and share knowledge. We will cooperate with you to formulate solutions and recommendations.
   - **Guidepost for Use**: City cannot make a decision and implement by itself; Shared decision making with other partners.

4. **Empower**: Citizens initiate and develop projects and/or make final decisions and/or implement the decisions.
   - **City’s Responsibility (Commitment to the Public)**: We will encourage and support citizens in identifying issues, developing priorities and implementing decisions. We will support and accept your decisions
   - **Community’s Responsibility (Commitment to the City)**: We will actively participate and we will encourage others to do so, taking ownership and responsibility regardless of outcome.
London Community Engagement Policy

Guidepost for Use: Citizens make the decision and may implement; City may facilitate or support implementation.

Evaluation Outcomes:
Successful community engagement if the following outcomes are achieved:

- Increased citizen participation in various municipal processes
- Increased civic pride
- Decreased barriers to participation
- Increased understanding about how City Hall works
- Neighbourhood level influence reflects city-wide benefits/interests
- Better, more informed decisions
- Increased role in some decision-making processes for citizens
- Earlier identification of citizens’ issues and concerns

(Note: The City of London will work on developing the evaluation piece internally, however, no resources have been allocated)
Town of Markham

- Markham’s Greenprint Sustainability Plan is a long-term plan to address Markham’s environmental health, economic vitality, social wellbeing and cultural vibrancy. The community has been engaged over the past couple of years.
- The Markham Sustainability Office is planning an in-depth community engagement process to raise awareness and get people involved in sustainable behaviours and actions. The office is working with the Corporate Communications department to develop a plan to outreach to the public through social media and special events. The outline is expected to be established in the next few months.

**Contact:** Shirley Marsh  
Project Manager, Sustainability Office  
907-477-7000 ext. 6900  
smarsh@markham.ca

- Community Involvement Timeline of the Greenprint:

Some of the major events have been:
- Youth Engagement
- World Cafe
- First Sustainability Fair
- Stakeholder workshops
- Launch of Greenprint draft plan for public consultation
- Second Sustainability Fair
- Final Greenprint plan

Markham has RSS feeds that residents can subscribe to for news feed and events feed.
City of Mississauga

- Mississauga has involved the public in many municipal projects. The City has also assisted internal clients with the promotion and development of their engagement efforts. However, there is no centralized strategy, policy or formal guidelines on public engagement. An action item in the Master Plan Implementation Plan recommends the need to formalize a central approach and guidelines for the City’s engagement efforts.
- The City has mostly recently gathered public input to develop the City’s first Communications Master Plan.

Contact: Sonja Banic  
Project Manager, Communications Master Plan  
Communications Division, City of Mississauga  
905-615-3200, ext 5052  
Sonja.Banic@mississauga.ca

Our Future Mississauga: Community Engagement & Directions Report June 2008

Available at: http://www5.mississauga.ca/ourfuturemississauga/article_CommunityEngagementReport_06_20_08.html

- In June 2007, the City Council launched Our Future Mississauga to engage the public in developing directions for the next Strategic Plan.
- The project started by framing the engagement process around eight themes:
  1. Getting around Mississauga (a balanced approach to mobility).
  2. Going “Green” in 905 (grasp the opportunity to become environmentally friendly and sustainable).
  3. Creating Wealth in our Community (become a competitive global city by seeking new business opportunities and providing business friendly conditions).
  4. Embracing our Social Diversity (celebrate and capitalize on diversity).
  5. Positively Influence our Quality of Life (through positive feelings about the environment and citizens’ physical/mental/social well-being).
  6. Investing in Creativity and Knowledge (attract and retain the best and the brightest).
  7. Creating a Vibrant Downtown (make the City Centre the civic, cultural, social, retail, economic, residential, transportation and employment hub for the city).
  8. Realizing the opportunities of being a part of the Golden Horseshoe (understand interconnectedness and strengthen role within the greater region).

- The aim of the engagement process was to have a true dialogue. The key was identified to be casting the net as wide as possible. Participants represented:
  - A diversity of interests, including residents, businesses, property owners, investors, community groups, advocacy groups, and representatives from regional and municipal bodies.
  - A diversity of age demographics, including children, students, youth, young families, established residents and older adults.
  - A diversity of geographic areas, including people from all neighbourhoods in the city.
A diversity of socioeconomic and cultural backgrounds, including representatives of different cultural associations and participants of varying income brackets.

The City employed multiple methods to engage the community through five phases:

**Phase One: Reconnaissance**: involved an assessment and analysis of existing conditions by the Consultant Team

- Methods included interviews with community members and City leadership; a review of City reports and initiatives; an analysis of current conditions; community meetings; youth engagement through presentations to elementary, secondary and post secondary school students and other youth outreach, trustees and senior school board officials; city tours; an interactive project website; and the creation of a Community Advisory Group (comprised of community representatives) and a Strategic Advisory Group (comprised of City of Mississauga Directors); circulation of “puzzle pieces” throughout the city to solicit public input in events, presentations, community centers, libraries, schools, community groups and website; “Lemonade Stand” which was a display booth at events all over the city for people to participate where they were able to fill in puzzle pieces and participate in conversation. Puzzle pieces allowed people to jot down ideas about the future of the city, and were also available electronically on the project website.

**Phase Two: Inspiration**: involved outreach to the broadest possible public to generate awareness about opportunities to participate, and encourage citizens to “think big” about the future of the city.

- Methods included a Speaker Series featuring urban experts and other leading thinkers; a Big Ideas Workshop for the advisory groups, Mayor, Members of Council, City Manager and Commissioners; a three-part Rogers Television series about the issues facing Mississauga (began airing on January 14, 2008 and concluded on February 1, 2008); community meetings

**Phase Three: Vision**: Citizens had the opportunity to collaborate on the issues most important to the future of the city.

- Methods included a two-day public Visioning Symposium, which allowed people to take part in interactive panel conversations, listen to presentations on city building, attend and participate in day long workshops, and generate ideas.

**Phase 4: Direction**: involved identifying drivers of change

- Method included a one-day workshop which involved the Mayor, Members of Council, City Manager and Commissioners, the Community Advisory Group, and the Strategic Advisory Group. The group discussed the key ideas for going forward (Strategic Pillars for Change), refined these ideas, talked about the actions that could flow from them, and emerged with five Pillars that would provide structure and direction to the strategic plan.

No mention of evaluation of the community engagement process in the report. But it was reported that almost 100,000 people participated in some aspect. The vision and pillars for change generated through the engagement were used toward the development of the Strategic Plan and Action Plan. Progress report for 2010 has been made available on the City’s website to inform participants and residents about progress that has been made since its development.
City of Niagara Falls

- The City of Niagara Falls does not currently have a plan or strategy for community engagement; they are currently in the process of developing a Community Engagement Strategy as one initiative under the Strategic Plan (by approximately Fall 2012).
- Staff and Community Engagement are listed under the 2011-2014 Strategic Priorities:
  - Goals:
    - Developing an effective model for civic engagement that leads to more open, transparent, and inclusive municipal government.
    - Creating a plan for both internal and external communications.
    - Developing new employee recognition programs.
    - Re-launching a more engaging City of Niagara Falls website complemented by other social media communication tools.
- Overseen by Chief Administrative Officer: talktothecao@niagarafalls.ca

Contact:
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The Oakville Public Engagement Guide of 2012 is a part of the larger community framework of the 2011-2012 Strategic Plan.

- The 2012 Key Initiatives for the town “to be accountable in everything we do” and “to provide outstanding service to our residents and businesses”

- A comprehensive guide to community engagement for residents, the city and businesses, in-keeping with the town’s comprehensive community planning frameworks

- Complimented by the Public Notice and Engagement Policy: [http://www.oakville.ca/townhall/g-gen-008.html](http://www.oakville.ca/townhall/g-gen-008.html)
  - Aims of the policy are to encourage communication between the city and community, to improve the quality of programs and services aimed at meeting the needs of the community, and to promote open and transparent governance of the town

- The Municipal Act, 2001 requires Council to adopt and maintain a public notice policy, which specifies the circumstances under which and means by which the municipality shall provide notice to the public.

- Contact:
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  Direction, Strategy, policy and Communications
  Town of Oakville
  905-845-6601 ext. 3038
  jcourtemanche@oakville.ca

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**Oakville Public Engagement Guide**

**January 24, 2012**


**“What is public engagement and what are the benefits?”**

- Public engagement occurs vis. a vis. “sharing information, consulting, involving and collaborating on projects, and the collaborative development of town policies, strategies and plans for strategic investments” (2)

- A process: “bringing together individuals and groups building cooperative working relationships and mutual understanding” (2)

- Two ways engagement occurs:
  - engagement mandated by legislation – ie, Environmental Assessment Act
  - engagement not mandated be legislation – ie, building a new facility

- Voting – empowering: hands-on civil decision-making

- Benefits to the town through the sharing of ideas, values, uncovering areas of mutual interest as well as potential areas of conflict and addressing these issues early on in the process.

- Long-term – an investment made by the town – to make Oakville “the most livable town in Canada” (3)
1. **Valuing inclusiveness** — ensuring public notice and engagement is based on building trust and relationships that seek to involve all members of the community.

2. **Promoting open two-way communication** — working with the community in a co-operative and collaborative way to share information and provide opportunities for open and constructive dialogue.

3. **Providing timely communication**

4. **Providing clear and accessible communication** — ensuring the use of plain language in a wide variety of formats and channels of communication.

5. **Being fiscally sustainable** — ensuring methods and resources for public notice and engagement reflect the magnitude and complexity of the initiative.

6. **Being transparent and accountable** — sharing information and having open public engagement processes, final decisions and outcomes.

7. **Being environmentally sustainable** — ensuring environmentally friendly public notice and engagement methods.

8. **Striving for continuous improvement** — seeking better ways of engaging the community and providing efficient and effective public notice and engagement processes. (3)

   - Building trust, demonstrating commitment to the community
   - “Respect for yourself and others and responsibility for your actions” (3)

Developing Your Plan (4)

**Process**

**Step 1: Define the goal of public engagement**
Oakville Public Engagement Guide
January 24, 2012

The town has adopted a framework (below) to help staff, Town Council and the community understand the various goals of public engagement. Each of the goals should not be seen as being isolated. Rather, each is a complimentary approach that can be used independently or in combination within a single project.

The Public Engagement Continuum

- **Inform**
  - Low level of public engagement

- **Involve**
  - Mid level of public engagement

- **Collaborate**
  - High level of public engagement

- **Empower**
  - High level of public engagement

(4)

(5)

**Step 2 Identify stakeholders** (general public, groups and organizations, government institutions, town council, town business units and departments)

- “anyone who is affected by a decision should be involved in some way in the decision” (6)

**Step 3: Assess the level of community impact and choose techniques to engage the public**

The degree (level 1-5) to which people would experience a change in lifestyle due to changes in a service, a new development and/or issue:

- **Level one** – for issues or initiatives that are low priority, limited geographic area and/or community impact, limited target audience, routine in nature. Goal: to inform

- **Level two** – for issues or initiatives that are low priority, broad geographic area and community impact, broad target audience, routine in nature. Goal: to inform

- **Level three** – for issues or initiatives that are high priority, limited geographic area and/or community impact, limited target audience, controversial, health and public safety impact. Goal: to consult, involve or collaborate

- **Level four** – for issues or initiatives that are high priority, broad geographic area and community impact, broad target audience, controversial, health and public safety impact. Goal: to consult, involve or collaborate

- **Level five** – for issues that place decision-making with citizens or other stakeholders. Goal: to empower

**Step 4: Communicating the plan**
Refer to the Corporate Communications section

Communication objectives should be contained within the general objectives of the public engagement plan – type of communication will depend on the sort of engagement utilized.

**Step 5: Implementing the plan**

Need to closely monitor and modify approach taken to community engagement i.e., if the scope/magnitude of the issue changes and its potential impacts.

**Step 6: Reporting and follow-up**

Reporting and giving feedback (to public, Town Council)

Be sure to:
- Acknowledge the participants who gave generously of their time, energy and expertise
- Advise participants when an outcome is expected
- Provide a record of the engagement process and how the final decisions were reached (16)

**Step 7: Evaluating the public engagement process**

Key questions to ask during the evaluation include:

- Did the process reach the right people and ask the right questions?
- Did the people who got involved feel they were heard?
- Did the answers tell you what you needed to know?
- Did the process stay within the allocated time, budget and resources?

**Measures** - measuring the expected outcomes is important to discovering whether you have achieved your goals and should be included in the evaluation. As you identified measurable outcomes in step 1, you will now be able to demonstrate the results of your plan. Opportunities should be provided to involve stakeholders in expressing their level of satisfaction with the progress made in achieving the objectives/outcomes.

An outcome may indicate:
- satisfaction with the process
- success with the conclusion of the work
- approval of the recommendations/resolution of the issue
As part of its Strategic Plan, the City of Oshawa has a community engagement plan—A Caring and Responsive Community known for its community health and safety, accessibility, community cooperation and involvement, affordability, and accountability to its citizens. Created in 2005 and most recently reviewed in 2009.

A Caring and Responsive Community

- **Communications, cooperation and community engagement** are seen as essential to a caring and responsive community. A key barrier to moving forward on many community issues in Oshawa is communications. People want to see improved communication within Oshawa—about what’s going on (events and community activities), what services are available and who’s doing what. They want to see an increased focus on the whole community of Oshawa. There is concern that Oshawa could become more of a divided community—split between the south, middle and the north, or between the new Oshawa and the old Oshawa. Oshawa currently benefits from the involvement of many different community and business groups in the delivery of services. However, there is a belief that if the community is really going to address the issues identified it must come together, forge new kinds of partnerships, and get people and organizations more involved in their community.

**Strategies:**

- **Support community affordability**
  - Ensure effective fiscal management
  - Control debt and live within the City’s means
  - Ensure affordable and fair pricing of City services
- **Increase communication and cooperation among community groups**
  - Develop new ways of accessing and sharing information about Oshawa community organizations and services (e.g. City website quick links to community group and agency websites)
  - Hold an annual conference of community organizations and agencies working in Oshawa
  - Encourage the development of neighbourhood connections and supports (e.g. neighbourhood associations, Neighbourhood Watch and neighbourhood events)
- **Encourage volunteerism and citizen engagement**
  - Work with other organizations to enhance recognition of community volunteers
  - Promote civic engagement and continue Council recognition of community volunteers
  - Continue to demonstrate corporate leadership through the annual United Way campaign
  - Actively support and build capacity within the volunteer sector by investigating the development of a volunteer management strategy
- **Improve communication within Oshawa**
Utilize public utility billings (OPUC) as an instrument to get messages to the community

Welcome the development of a daily newspaper

Encourage more community events and local information sharing

Develop a central depository for information – an information clearinghouse for community information, community programs and services, future planning, current developments, etc.

Investigate establishment of a City customer contact centre, which may include future 311 access

- **Increase cooperation with other levels of government**
  - Hold regular meetings with other levels of government including the Mayors of neighbouring municipalities, regional councillors, MPs and MPPs

- **Increase public input and engagement**
  - Hold regular Town Hall meetings between Council and the community
  - Develop a program to encourage greater citizen turnout in the 2006 municipal election

- **Improve communication within Oshawa**
  - Maximize communications to the public and community stakeholders utilizing a variety of communications
  - Encourage local information sharing on community events
  - Develop a website strategy and update the website

- **Ensure accountability to citizens through effective City management**
  - Have representation, and take leadership roles as the opportunity arises, in the Federation of Canadian Municipalities and the Association of Municipalities of Ontario and provide support to staff who become active members of their professional associations
City of Ottawa

- Ottawa is in the process of reviewing their 2003 policy on community engagement.
- The corporate website indicates public consultations on a continuous basis for various issues including traffic management, transit and transportation, arts and culture, park and recreation, strategic planning and environmental issues.
- A major initiative is the Lansdowne Partnership Plan which has included several stages of public consultation. Various methods of engagement have been employed in the process:
  - The first phase of public consultations began in 2009 with a series of six public open houses during which residents were able to review, provide comments on and ask questions about the Plan. The Ottawa Talks e-consultation platform was also used to engage the public in online discussion. Public input was incorporated into the report to the City Council at a Committee of the Whole meeting. Public delegations also presented at the meeting.
  - A design symposium was held on February 24 and 25, 2010. The design teams listened to submissions from community groups to understand what the public wanted to see in the new urban park. The proposed designs were then released to the public for input. On May 27, the design plans were unveiled. Public comments and feedback were collected from June 1 to 13. The designs were also on display at City Hall. Committee of the Whole heard public delegations on the Lansdowne project on June 24 and 25.
  - An Integrated Master Site Plan was developed to consider zoning issues. These issues were debated at the City’s Planning and Environment Committee on September 14, 2010. Public delegations were invited to speak and make presentations to the Committee. The Integrated Master Site Plan was then made available to the public on September 24. The public was invited to review and comment on the plan online and to participate in a public meeting held on October 14 at Lansdowne Park. The Integrated Master Site Plan was presented to City Council at Committee of the Whole meeting on November 19 at which the Committee also heard from public delegations.
- The Community Development Framework is an initiative that brings together funders, community organizations, residents, diverse interest groups, researchers and city services to share information, coordinate municipal and community services, and leverage resources in order to address needs in high-priority neighbourhoods that have been selected based on Neighbourhood Study profiles. Website: http://ottawa.ca/en/city_hall/planningprojectsreports/cdf/index.html
Region of Peel

- Peel Region has engaged the public extensively in various projects, including the Regional Official Plan. Another major project is a water and waste management project, the Hanlan Feedermain and Mississauga City Centre (MCC) Watermain. Website: http://www.peelregion.ca/pw/water/environment-assess/hanlan-ea.htm.

- The Public Works department also provides a variety of education and outreach opportunities to residents and businesses to raise environmental awareness and promote Public Works’ programs and services. These include:
  - School presentations
  - Public Works facility tours
  - Peel Water Story
  - Peel Children’s Water Festival
  - Water Smart Peel
  - Community events
  - An online community request application form is also available to accommodate requests on promotional and educational materials or staff participation in community events.

- The Peel Regional Paramedic Neighbourhood Outreach are volunteer Paramedics committed to providing information to schools and other community agencies on safety, preparedness, prevention and the important role of paramedics in the community. An online form is available for the community to request a Paramedic to attend community event or school event.

- No central policy or guideline on community engagement could be found.
City of Pickering

- Pickering does not have a community engagement strategy or initiative.
- Community engagement strategies are covered within the city’s Sustainable Pickering plan:
  - The Office of Sustainability, together with the Sustainable Pickering Advisory Committee, is working to make Pickering a more sustainable city – environmentally, socially and economically – in partnership with like-minded residents, community groups and businesses.

Sustainable Pickering components:
- Responsible Development
- Responsible Consumption
- Healthy Environment
- Healthy Economy
- Healthy Society
  - Community Participation
    - Indicators:
      - volunteer time for community activities
      - fundraising
      - attendance at specific community events/performances
      - voter turnout for municipal elections

**Goal:** Sustainable Pickering Community Ideas Challenge/Community Challenge to engage residents and business leaders to encourage other civic engagement

- The Pickering Plan (May 2006) makes brief mention of the need to involve local citizens in city planning processes but does not stipulate how or why:

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Coordinator, Sustainability
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City of Pickering
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TTY: 905.420.1739
[chwitaker@pickering.ca](mailto:chwitaker@pickering.ca)
Town of Richmond Hill

- The People Plan Richmond Hill process: A consultation initiative to truly engage the community and find out what kind of Town its residents and businesses want Richmond Hill to be.
- The intent of People Plan Richmond Hill was successfully achieved by engaging participants through numerous consultation activities and events over a two year time span.
- The result was the achievement of a consensus regarding the provision of key directions for developing the Town’s Strategic Plan as well as core long-term planning directions for the Official Plan.
- Most recently updated in 2009
- Approach:
  - Joint consultation process
  - Increased, meaningful engagement with the broad community to shape the future of the Town
  - Shared community visioning process
  - Foundation for developing policies and plans

**People Plan Richmond Hill**

- Available at:  

- Designed for Dialogue:
  - **People Plan Richmond Hill** was designed to consider the needs of the community: *a plan for the people, by the people*. The project’s primary purpose was to uncover what matters most to the people of Richmond Hill and it did this by engaging more than 2,000 community members through a variety of consultation methods and processes. From the outset, the People Plan process took measures to avoid the traditional pitfalls of public consultation. One significant challenge was the ability to involve everyone in the community – ethnic groups, seniors and youth – to draw strong conclusions. For People Plan Richmond Hill, however, the Town incorporated many new and innovative forums to facilitate a dialogue with many varied segments of the community. The People Plan process also applied a specific consultation practice throughout: appreciative inquiry. This approach focused on attaining positive feedback, which was ultimately conducive to developing outcomes and a vision for the Town.
  - **Appreciative Inquiry** is a technique that focuses on a community’s achievements rather than its issues. The technique seeks to go beyond participation to foster inspiration at the grass-roots level.
- **The People Plan is divided into 3 phases:**
  1. **Blue Sky Consultation** represented a conversation with the community. It consisted of a series of open-ended discussions wherein the public was invited to speak freely to the Town’s strengths and future priorities.
2. Community Roundtables and Online Surveys, delved deeper into nine central themes that emerged during the Blue Sky Consultation. In this Phase, participants focused on understanding priorities, identifying outcomes and creating strategies for the Town’s future vision.

3. The development of the Plan was pivotal in bridging the gap between the information gathered during the first two phases of the People Plan project and the creation of the final Strategic Plan. A number of things occurred during this Phase: first, staff analyzed the findings of Phases One and Two and composed the Draft Strategic Plan. Next, the Richmond Hill community gave their input on the Draft, which was incorporated into a final, cohesive document: A Plan for People, A Plan for Change.

Making Contact:

- The Town utilized a broad range of marketing and outreach forums to ensure the Strategic Plan would reflect “A plan for the people, by the people.” Four People Plan Ambassadors were hired to spread the word about the project and to get the community involved. Richmond Hill residents, business owners, community groups and organizations enjoyed a wealth of opportunities to learn about and participate in People Plan Richmond Hill. From beginning to end, more than 2,000 participants from across the Town contributed to the project!
  - **Branding** Marketing and branding the People Plan process within Richmond Hill was key to widespread participation. A specially designed, easily recognizable logo emblazoned all publications and display materials in circulation. The Town also facilitated awareness through its website (www.richmondhill.ca), numerous newspaper articles, information booths at strategic locations throughout the community and at meetings held with various community groups.
  - **Display Methods** Public display methods acted as silent conveyors of the people’s plan, and the message came through loud and clear. People Plan Richmond Hill banners lined the streets of Richmond Hill, while Town outreach events utilized a mobile display and roll-up banners. All advertising featured people engaged in different aspects of the community.
<table>
<thead>
<tr>
<th>People Plan Richmond Hill</th>
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<tr>
<td><strong>People Plan section of the Town’s Website and Email</strong> the success of <em>People Plan Richmond Hill</em> depended on open and honest communication and the <em>People Plan</em> component of the Town’s website provided an ideal forum. An email option allowed users to convey their questions and concerns about the project, as well as share the improvements they envisioned for the future. The website also contained an extensive amount of information, including a project overview and opportunities for involvement. Additional site links included the <em>People Plan</em> Talk Blog, which updated users on what project steps and events had occurred and what was coming up.</td>
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<td><strong>Newspaper Articles</strong> “<em>People Plan</em> has pulse of Town” and “<em>People Plan</em> asks for three minutes of your time” were just two headlines from a variety of articles that ran in local newspapers and Richmond Hill staff publications throughout the duration of the <em>People Plan</em> project. Print media helped keep members of the community apprised on the process of upcoming events and of past results.</td>
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<tr>
<td><strong>Facebook Group</strong> the Town tapped into the online social networking phenomenon by creating a <em>People Plan</em> group on the Facebook website. This online forum allowed Town staff and members of the public to discuss the project and exchange related information.</td>
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<tr>
<td><strong>Launch of the People Plan</strong> A public celebration of the project’s kick-off included live music and refreshments, as well as a wealth of opportunities to learn more about the initiative and to share insights and thoughts about the Town.</td>
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<td><strong>People Plan Summit</strong> This unique two and a half day event brought together individuals from a variety of groups and organizations (including arts and culture, faith, social services, businesses, residential neighbourhoods and others) to address the future of the Town. Strategic questions and group discussions were designed to identify issues, challenges and core strengths of the Town, as well as potential vision statements and benchmarks for success.</td>
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<tr>
<td><strong>Open Houses</strong> Three open house events at different locations and times provided informal settings for individuals to meet with members of Council and staff to discuss their thoughts about the Town and its future vision. Attendees expressed their appreciation not only for the Town itself, but also for the forum: “What a wonderful and unique opportunity that allows residents to contribute to the future of Richmond Hill,” exclaimed one participant.</td>
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<td><strong>Information Sessions and Other Outreach</strong> In contrast to planned events and venues to attract people and participation, this type of outreach involved meeting individuals in the context of their normal daily routines. Information sessions and other outreach took place at community centres and arenas, Hillcrest Mall, York Central Hospital and the public library, where patrons were approached and given the opportunity to ask questions, provide input and to receive information.</td>
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<td><strong>Community Meetings</strong> <em>People Plan</em> staff met with numerous community groups, including the Richmond Hill Soccer Club, Lions Club, Richmond Hill Camera Club, Accessibility Advisory Committee and ratepayers groups, in association with the project. The input gained was twofold in that participants were asked to consider Richmond Hill from both their community group and personal perspectives. Special efforts ensured representation from all segments of the community, including seniors and youth. <em>People Plan</em> representatives visited three seniors’ homes over a two-day period, for example, and also conducted a presentation and group discussion with the Town’s Youth Action Committee (see also the Youth Contest below).</td>
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| **Youth Contest** Youth are vital to every community. *People Plan Richmond Hill* engaged this
People Plan Richmond Hill

segment of Richmond Hill with the *What Makes Richmond Hill Great* Youth Contest. The Town’s youth were invited to write or draw about what they believe makes Richmond Hill a great place to live. The Contest was promoted extensively using classroom presentations, school and community centre posters, news items in the Town’s Bulletin Board pages in The Liberal (the Town’s local newspaper), and the *People Plan* section on the Town’s website.

- **Ethnic Forums** By sharing hospitality. The Mayor invited community leaders from three prevalent ethnic groups in Richmond Hill to take part in a casual discussion over lunch. The discussion was informal, but successfully conveyed many of the strengths and challenges facing the groups, as well as methods by which the Town could better reflect their interests.

- **Business Community** Richmond Hill’s economic success is inextricably linked to its business community. For input from this important demographic, *People Plan Richmond Hill* initiated a targeted email effort to local business, distributed by the Richmond Hill Local Business Directory. The communiqué posed a series of questions, such as why business owners chose to locate in Richmond Hill and what they liked best about having their business in the Town.

- **People Plan Kits** Community members had the option of contributing to the Strategic Plan development process from the comfort of their own homes, thanks to the availability of *People Plan* Kits. These packages were distributed during each of the various community meetings and were also available on the *People Plan* section of the Town’s Website. *People Plan* Kits contained five assignments: the five Blue Sky questions (see above in Phase 1), identifying where the participant lives/works, naming favourite places in Richmond Hill, writing/drawing the future of the Town and submitting a picture of the participant’s favourite place in the world.

- **Online Surveys** Some contributions to the *People Plan* project were facilitated by the click of a mouse. Several surveys accessible on the *People Plan* section of the Town’s website posed multiple-choice questions to participants and the Phase One surveys focused on isolating the issues considered most important for the community. The Phase Two surveys asked users to identify what actions the Town should take to address these issues.

### Most Effective Ways of Engagement?
- People Plan Launch
- People Plan Kits
- Online Surveys
- Information Sessions and Other Community Outreach
- Ethnic Forums
- Summit and Community Roundtables
- Youth Contest
City of St. Catharines

- The city’s sustainability strategy - Tending Our Garden City: The City of St. Catharine’s Sustainability Strategy, contains a component on public engagement
- Note: Through search of the city website, in November 2011, a plan for community engagement - the “Catharine Campaign” was recommended in the city council agenda to provide further specification on community engagement processes and methods. No further information could be found on its development and implementation- Still in the Development process.

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<tr>
<th>Tending Our Garden City: City of St. Catharine’s Sustainability Strategy- Public Engagement</th>
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<tr>
<td><strong>Key Documents:</strong></td>
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<th><strong>Key Definitions:</strong></th>
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<tr>
<td><strong>Public Engagement:</strong></td>
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<tr>
<td>- Overcoming barriers to sustainability requires reaching out to those who have not traditionally been involved in civic discourse. So municipal consultations need to be mindful of unique approaches that engage traditionally under-represented groups like newcomers, youth, the elderly, people with disabilities and people from various socio-economic backgrounds. This involves finding community leaders in unconventional places, being where the people are and inviting citizens into the process.</td>
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<th><strong>Community Engagement:</strong></th>
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<tr>
<td>- Community engagement means more than just attendance at public meetings and open houses: it relates to the civic life and participation of the community and residents ability to engage in meaningful dialogue whether through the arts, public spaces or volunteerism. The ability of residents to engage in municipal processes relies heavily on capacity building and community development.</td>
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<thead>
<tr>
<th><strong>Components:</strong></th>
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<td>- The City of St. Catharines believes that community engagement has the potential to address the community’s challenges if initiatives are developed and implemented according to the following policy guidelines:</td>
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- **Climate Change**
  4) Pursue public education initiatives that will allow for informed debate over climate change and its potential effects on St. Catharine’s

- **Infrastructure**
  5) Develop traditional, community and green infrastructure that puts people first and allows for increased civic interaction

- **Poverty**
  6) Ensure that engagement strategies are relevant to those who have traditionally faced barriers to participation such as youth, seniors, newcomers and those from various socio-economic groups
  7) Seek neighbourhood level solutions that engage people where they are and recognize untraditional community leaders

- **Natural Resource Scarcity**
  8) Build on community development models that empower citizens to become stewards of their local natural assets (e.g. Friends of Walkers Creek, Green Committee, and Clean City Committee)

No specific methods or process were mentioned on how to go about these approaches
City of Greater Sudbury

- Multiple documents were found in relation to community engagement:
  1. Healthy Community Charter/ Strategy
  2. City of Greater Sudbury’s Sustainable Community Plan

- Key Documents:
  - [http://www.greatersudbury.ca/content/div_councilagendas/documents/LHINs_June_7_2006.pdf](http://www.greatersudbury.ca/content/div_councilagendas/documents/LHINs_June_7_2006.pdf)
  - [http://www.greatersudbury.ca/content/dept_cd/documents/Healthy_Communities_Strategy_Report_complete.pdf](http://www.greatersudbury.ca/content/dept_cd/documents/Healthy_Communities_Strategy_Report_complete.pdf)
  - [http://www.greatersudbury.ca/content/div_earthcare/documents/EarthCareLocalActionPlanENG.pdf](http://www.greatersudbury.ca/content/div_earthcare/documents/EarthCareLocalActionPlanENG.pdf)

- Principles of Community Engagement:
  - Transparency
  - Responsiveness
  - Timeliness
  - Inclusiveness
  - Appropriateness
  - Accessibility
  - Balance
  - Equitability
  - Accountability
### The City of Greater Sudbury’s Healthy Community Strategy

- This plan is heavily based on community involvement and engagement in the project.
- The plan covers a healthy community based on 3 sectors: economic, social and environmental and was established over 3 years (2003-2006). An expert panel of city counsellors, members of not-for-profit organizations, health care professionals, strategic planning experts from across the country and a community member.
- The expert panel reached 4 strategic priorities for the City of Greater Sudbury based on the experience and knowledge of the panel members:
  1. Active Living/ Healthy Lifestyle
  2. Natural Environment
  3. Civic Engagement/ Social Capitol – Expanded on Below
  4. Economic Growth
- Purpose of the plan: The purpose of the City of Greater Sudbury Healthy Community Expert Panel is to develop a strategy that can be implemented, managed and measured. It will benefit the health of individuals and the community as a whole today and into the future. Healthy Cities Approach:
  - There is significant value in following best practices and the City of Greater Sudbury deemed those set out by the World Health Organization (WHO) to be suitable.

#### World Health Organization Elements for Action

- Embrace Diversity and respect cultural and linguistic needs of the population
- Build capacity and encourage community participation and foster social inclusion
- Empower the community to take power over their health and well-being
- Allocate appropriate resources for project sustainability
- Support and acknowledge existing and ongoing projects
- Inspire individuals and the collective community
- Foster an environment that promotes learning
- Build on the strengths and learn from mistakes
- Recognize success and celebrate achievements
- Nurture and appreciate relationships and partnerships that develop
- Find solutions, not treatments
- Remain realistic and maintain a positive outlook to the future
**Priority 3: Civic Engagement/ Social Capital**

- Civic engagement and investment in social capital are means that promote and encourage individual and collective participation and advocacy in public processes. The implementation of a healthy community strategy is one example of a way that every citizen can make a difference and become involved.

- According to the Public Health Agency of Canada, these processes are multi-directional: “A strong community culture that supports health increases the health of individuals; the commitment of individuals foster healthy from a community perspective increases the well-being of all; and the interaction between the individual and community creates the ingredients for social capital, social cohesion and resilience.”

- **Strategies:**
  - Empower the community to take ownership of their health and well-being
  - Build community pride and belonging
  - Increase awareness of poverty and strategies for poverty alleviation
  - Reduce unnecessary competition between service providers
  - The City should be a facilitator
  - Celebrate achievements and recognize Healthy Community advocates
  - Address the need of training opportunities for youth and the unskilled workforce
  - Expand the role of the Community Action Networks
  - Support public safety and security initiatives
  - Support local, provincial and national civic engagement/social capital initiatives

- **Potential Indicators:**
  - Community Pride and Belonging: The annual Citizen survey has questions related to this topic
  - Poverty Alleviation: Low income families (Stats Canada data), Median Household Income (Stats Canada, as reported in the Cities Key Facts)
  - Training and Education: Education attainment (Stats Canada)
  - Community Action Networks: Number of CANs established and operating in the City (Leisure Services data)
  - “Safe” Community: perception of the citizens through the annual Citizens Survey, Crime statistics (City Police Service)

- **Communication of the Plan**
  - **Public Awareness Campaign:** The community public education program will be an important component of the Healthy Community initiative and is a step by step process to create an effective public education program
  - Will consist of many individual public education projects targeted to very specific audiences. The outcomes of these projects will be critical and will determine the success of the overall healthy community initiative
  - An effective public education program will empower citizens. A more knowledgeable public will create a healthy community and culture and will help ensure the sustainability of this initiative

*The Public Awareness Campaign will follow a 6 step process:*

**Step 1: Determine the Scope**
- What are the broad objectives?
- What will be the focus of the public awareness campaign?
## The City of Greater Sudbury’s Healthy Community Strategy

- What is the audience for each priority?
- What information does each audience require?
- What resources are available?

### Step 2: Determine the Content
- Once scope has been established, decisions about the program content and key messages can be made.

### Step 3: Develop a Strategy and a Budget
- **Need:** A Public Awareness Strategic Plan to outline the overall objectives, listing the projects and delivery methods selected.
- **Need:** A project plan to ensure thorough planning by clearly laying out responsibilities, costs, and deadlines.
- The cost of a public awareness campaign will depend on:
  - The number of issues faced by the community
  - The size of the audience identified
  - The type of projects required
  - The availability of funding

### Step 4: Determine the Delivery Methods
- The way in which a method is delivered is only limited by the imagination.
- Must consider budget and the messages intended effect.
- It is important that selected methods reach a large number of people within the target group.
- Examples of methods include: brochures, flyers, publications, internet, public service announcements, media talk shows, posters, outdoor advertising, promotional merchandise, education packages, feature articles, community events or programs, displays.

### Step 5: Communicating the Message
- Wording and formatting of products produced (i.e. fact sheets and brochures) play a key role in the success of the program.

### Step 6: Ongoing evaluation
- The program will require ongoing evaluation in order to ensure it remains successful and effective. It is recommended that the scope and content of the public awareness campaign be reviewed annually to make sure that the program remains relevant to the community needs.

- **Communications:** Communication experts from various private, public and non-profit sectors will be invited to participate in the Healthy Community Initiative. Within the planning committee communications will be responsible for the development, implementation and maintenance of the Healthy Community public education program.

- **Healthy Community Annual Report:**
  - Purpose of the Report:
    - Provide means for highlighting accomplishments, progress and results achieved over the year including an explanation for any significant variation between actual results and those expectations planned.
    - Provide a key public accountability document for reporting.
    - Provide a vehicle for communication to the citizens.
  - **Healthy Community Identity:** A strong, healthy community identity will distinguish this program within the community and beyond. It will be the image which is identifiable by all who come in contact with any communications component of the Healthy Community.
The City of Greater Sudbury’s Healthy Community Strategy

Implementation Model

- These implementation strategies within the document are critical. The implementation model is based on building and strengthening partnerships, acknowledging and reinforcing current and successful initiatives and filling gaps with projects developed by a knowledgeable and professional team.

Steps of Implementation:

1. Forming a multi-sectoral Healthy Community Cabinet reporting to the Mayor and City Council. Cabinet will be composed of key stakeholders in the community who have a direct relationship to at least one of the priorities outlined in the plan and will be responsible for determining the order of importance and feasibility of projects that will develop from the Expert Panel’s report.

2. Creating a Healthy Community Planning Committee. Will include public, private and non-profit representatives who have an interest in the development of a healthy community and will be accountable to the Healthy Community Cabinet. They committee will form ad-hoc teams as needed.

The City of Greater Sudbury’s becoming a Sustainable Community Plan

Components:

“Involving the Community”

- The Plan proposes the involve the community through 4 main strategies:

1. Community Projects: On an ongoing basis, the City will lead in the development of community projects such as:
   - the development of a Demonstration Ecological Building and Environmental Interpretive Centres
   - the creation of trails and bicycle corridors that link significant features of the EarthCare Sudbury Local Action Plan
   - the development of a Strategic Plan to beautify the gateways to the City
   - the creation of visible barometers to report on progress and to maintain enthusiasm in the community for environmental action
   - the development of an annual international environmental conference dealing with the complex issues surrounding sustainability

2. The Industrial, Commercial and Institutional Sectors:
   - Develop a Series of Building Workshops:
     - EarthCare Partners will develop a series of workshops for the owners of major buildings. The focus of the workshops is to help building owners develop environmental and energy management plans that are consistent with their business strategies.
   - Establish an ICI Energy Network:
     - EarthCare Partners will establish an ICI Energy Network. The focus of the Network will be to promote energy efficiency in ICI buildings through retrofits of existing buildings and state-of-the-art new building design. The Network should include those players who are in a position to influence the decisions of end-use energy consumers in the ICI sector. This includes: air conditioning and electrical contractors, mechanical engineers, architects, energy savings companies, local construction associations, realty
The City of Greater Sudbury's becoming a Sustainable Community Plan

- Form an Environmental Program Services Unit:
  - Once the ICI Energy Network is formed, it should establish within itself an Environmental Program Services Unit. The Unit should:
    - complete a needs assessment of ICI members
    - identify and inventory funding sources for the ICI sector
    - develop and maintain data bases to link ICI members with information on global best practices and ICI-related sustainability association
    - facilitate the development, management and sharing of knowledge among members from the ICI sector
    - promote the adoption of management such as life cycle costing in capital expenditure decision-making and the inclusion of environmental priorities in business plans
    - support the initiatives of the ICI Energy Network

- EarthCare Partners will promote the establishment of a chapter of Net Impact in the MBA program at Laurentian University. Net Impact is an international organization representing students and alumni from over 100 graduate business schools. It provides future business leaders with access to educational, leadership and professional programs that are designed to address issues of environmental and community sustainability.

3. The Residential Sector:
- The City will work with EcoAction Sudbury and other partners to develop a comprehensive and integrated program to involve Sudbury residents in helping to achieve a cleaner environment and a more sustainable city. The program will address and integrate (but not be limited to) waste reduction, recycling, composting, hazardous household products, energy and water conservation, the reduction of pesticide use, shoreline protection, habitat enhancement, and reducing automobile use. The program will include the use of effective communication, community-based social marketing approaches, demonstration projects and other tools.
- As an early action, the EarthCare Sudbury Partners will develop their version of the “One Tonne Challenge” and take advantage of the National Campaign to encourage local actions to reduce greenhouse gas emissions.

4. Youth and the Environment:
- Expand the Environmental curriculum and encourage schools to increase environmental content
- Involve Youth in Community Projects
- Develop Youth Environmental Awards
- For individuals and or teams who demonstrate excellence in environmental education and community involvement
- Develop Eco-Tours for Youth
  - EarthCare Partners will develop Eco-Tours for youth in order to raise awareness of the many activities underway in the Local Action Plan. These tours could include Science North, water and wastewater treatment plants, waste management sites and facilities,
The City of Greater Sudbury's becoming a Sustainable Community Plan

| Greenhouses, renewable energy sites, demonstration ecological buildings, eco-industrial parks, and regreening projects. |

Further Components:

Public Outreach and Education:

- Community Based Social Marketing
  - The solutions to many of our environmental problems are rooted in changing how we behave. This is true for reducing waste, recycling, making our homes more energy efficient, using modes of transportation other than the automobile, and eliminating pesticide use in yards and gardens. Studies have shown, however, that the traditional form of marketing – using the media to give people information about the need to conserve water or use public transit – is not by itself sufficient to change behaviour. EarthCare Sudbury proposes using community-based social marketing to achieve permanent behaviour change. Community-based social marketing is premised on removing the barriers that prevent an action from taking place, while enhancing the benefits of taking that action. Through the use of tools such as commitments, prompts, norms, incentives, effective communication and face to face contact, community-based social marketing can be used to get people to conserve water, reduce waste, avoid engine idling, save energy, and act in other beneficial ways to improve the environment in Sudbury.

- Integrated Theme-based outreach
  - Outreach to the community will be carried out using a theme-based approach that is embedded in broader messages about sustainability and environmental protection. The use of specific themes (such as energy conservation one year, or protection of water quality another) will allow specific actions (and specific audiences) to be targeted. In all cases, the outreach will reflect the interconnectedness of environmental issues, and the specific theme messages will be related to the overall message of enhancing environmental health and improving sustainability in Sudbury.

- Environmental Declarations
  - One of the effective tools of community-based social marketing is having people make a commitment to do something. Research shows that those who make a commitment are more likely to behave in a way that is consistent with that commitment. EarthCare Sudbury proposes to seek commitments from citizens, youth and businesses to support environmental and energy goals by signing environmental declarations.

- Develop a Community Eco-Procurement Strategy
  - Consumers can have a great impact on the environment through the products they buy. EarthCare Partners will design and implement a Community Eco-Procurement Strategy. This will promote environmentally-friendly purchasing decisions by the citizens of Greater Sudbury. This would include, for example, encouragement to use refillable containers, to buy in bulk where possible, and to purchase less-toxic alternatives to household cleaning products and pesticides. EarthCare Partners will also work with local retailers to increase the availability and range of choice of environmentally-friendly products on store shelves.

- Expand Conservation Program
  - The City will support the expansion of the Destination Conservation program to cover
The City of Greater Sudbury's becoming a Sustainable Community Plan

- all schools in Greater Sudbury. Currently many schools involve students, teachers, school councils and school board staff in environmental education and the conservation of resources and energy. In addition to its educational benefits, the program reduces energy use, reduces greenhouse gas emissions, and saves the School Board money

- Earthcare Sudbury newsletter

- Seminars and Case Studies
  - EarthCare Sudbury proposes to offer seminars to educate local businesses about environmental and energy opportunities and initiatives. This may be particularly helpful for small and medium sized businesses that lack the resources to carry out research on best practices in environmental protection and energy efficiency.

- Website

- Volunteerism and Community Involvement:
  - Community Clean-up Groups
  - Restoration and Trail Building
  - Adopt-a-Road
City of Thunder Bay

- Thunder Bay does not currently have a framework for community engagement in place – this is in development as part of the city’s annual community communications plan.
- City of Thunder Bay Strategic Planning Community Engagement Sessions Report
  - Available at: [www.thunderbay.ca](http://www.thunderbay.ca).../Strategic+Planning+Community+Engagement...
  - March and April 2011
  - 100+ page document, outlines the input gathered from across community groups (through strategic planning sessions, surveys and interviews) to inform the development of the City of Thunder Bay Strategic Plan.
  - Engagement of community leaders and residents as a strategic planning objective including:
    - community leaders
    - young professionals
    - high schools
    - public open house sessions
    - community forums
    - elders’ advisory council
    - emails
    - various committee and board submissions

City’s “Engagement” web page:

**Evaluation of Themes from Engagement Sessions** (PDF found at this link above)

- May 26 2011
- 15 page depiction of main themes to prioritize as strategies, which emerged from the Community Engagement Sessions.

**2011-2014 Strategic Plan**

- Available at:
- developed through the input of over 900 individuals and organizations using the tools of community engagement
- “Informed and Involved People” as one of the guiding principles to the Strategic Plan.

**Goals:**

- Connected City – Economy
- Healthy City – Lifestyle
- Vibrant City – Environment
- Strong City – Governance
Goal 12: citizens are more engaged and have a stronger understanding of the role of their City and its programs, services and initiatives

- Involve citizens more effectively in the decisions of Council
- Develop a consultation framework for enhanced public consultation that is inclusive, meaningful and responsive
- Update the Community Communications Plan and incorporate new forms of communication ie, social media
- Increase transparency in Council decision-making
  - Code of conduct for Members and Administration of Council
  - Create a complaints process that is simple and easy to follow and respond to

Contact:
Karen Lewis
Director - Corporate Communications & Strategic Initiatives
City of Thunder Bay
Telephone 807.625.3859
Facsimile 807.625.0181
Email klewisthunderbay.ca
Web http://www.thunderbay.ca
**City of Vaughan**

- **Vaughan Tomorrow Vision:** The vision addresses all elements of effective, sustainable and successful city-building such as the design of beautiful places in the city, a range of housing, recreation spaces and how to move around the city by transit and bike. The *Vision for Transformation* signals a new era for city-building in Vaughan, one that is inspired by a movement towards sustainability, place-making and urbanity. The Vision is just the beginning. Now the City of Vaughan will create an Official Plan to implement the Vision principles that will guide growth in the city over the next thirty years. To embark on this journey, the Vaughan Vision was taken out to the public for feedback.

- **Available at:**

- **Summary of Engagement Materials**
  
  - **Vaughan Tomorrow: Voices for Transformation Video**
    - An 18 minute video was produced that set up the challenges that are currently facing Vaughan. The *Vaughan Tomorrow: Voices for Transformation* video gives an overview of the challenges that Vaughan is facing as a suburban municipality. The video sets up the key transformative actions that will be set out in the Official Plan. The video has been used throughout this public engagement process. The benefit of the video is that it is portable and can be set up without need for attendance or staffing. When set up unattended, comment cards are set out to allow feedback.
    - [www.vaughantomorrow.ca/OPR/video.htm](http://vaughantomorrow.ca/OPR/video.htm)
  
  - **Vision Brochure:**
    - The Vision brochure is a brief take-away that outlines the Official Plan process, key upcoming events and summarizes the eight Vision themes. The Vision brochure has been made available at all public events, in public venues around the City and is downloadable from the website.
    - [www.vaughantomorrow.ca/OPR/vision.html](http://vaughantomorrow.ca/OPR/vision.html)
  
  - **High school Package:**
    - The high school package consists of a Vision brochure, a video and a booklet for teachers. The booklet explains the Official Plan process and has a number of questions that relate to the video screening. The package is available on the website and advertised through a series of email blasts, including a personal letter from Councillor Peter Meffe. Phone calls were also made to high school teachers and principals to advertise the package. One high school teacher at Stephen Lewis Secondary school expressed interest in the project but, other teachers were too busy this semester. The package will be made available for the rest of the project. Student videos from the previous youth engagement project in the winter of 2008 should be posted on the website. This could provide encouragement for new participants in the project. [www.vaughantomorrow.ca/OPR/schools.html](http://vaughantomorrow.ca/OPR/schools.html)
  
  - **Vaughan Tomorrow website:**
    - The Vaughan Tomorrow website was launched in October 2008. The website has updates on Official Plan events, documents and related studies, the video, high school package and
previous work. The website also hosts the interactive tool VaughanQuest, which allows Vaughan residents to experiment with the relationship between their lifestyle choices and future growth in Vaughan. Since the website launch, there has been a steady increase in the number of visitors to the site.  

www.vaughantomorrow.ca

- **Vaughan Quest:**
  - VaughanQuest is an interactive software package made available on both the Vaughan Tomorrow website and at the Public Workshop. The software package enables users to map the correlation between their lifestyle choices and how this impacts the future growth of Vaughan. As stated above it is one of the most popular features on the Vaughan Tomorrow website. A full report on Vaughan quest is being prepared separately. The most popular outcomes from the survey are as follows:  
    - www.vaughantomorrow.ca/OPR/vaughan_quest.htm

- **Comment Cards**
  - Comment cards were distributed at public meetings for the video screenings and around City Hall so that people had the opportunity to voice their opinion. The comment cards asked “What are the three main things you would like to see happen in Vaughan by 2031?”

- **Summary of Public Consultation Activities and Events**

- The various events brought out close to 200 Vaughan residents. All workshops included a presentation summarizing the Vaughan Tomorrow Vision and the Official Plan process, a screening of the Vaughan Tomorrow video and a brainstorming session related to the eight visioning themes. Means of advertising included:
  - Regular email blasts to Vaughan Tomorrow contact list (comment cards and sign-in sheets
  - Email blasts to community groups in the City’s contact lists
  - Personal invites from Councillor Peter Meffe to community groups and high schools
  - Regular updates on the Vaughan Tomorrow website

- **Business and Development Community Workshop**
  - Discuss the Vision for Transformation. The workshop began with the Vision presentation and screening of the film followed by facilitated break-out session around the eight visioning themes. Action Plans were developed around each of the eight visioning themes.

- **Public Workshop**
  - Over 60 residents turned out for an all-day workshop at Vaughan’s Kortright Centre. The workshop began with a screening of the documentary Voices for Transformation. This was followed by a lively discussion around the Vision principles. Groups discussed a range of topics specific to Vaughan including, the future of the Vaughan Corporate Centre as a downtown, encouraging public transit use and promotion of local agriculture. An inspiring talk by CEO of United Way, Daniele Zanotti had the crowd thinking about the “face of Vaughan,” the social issues that are prevalent and growing in our communities. Finally, an interactive afternoon session using VaughanQuest enabled participants to see how their daily decisions will impact long-term growth. It seemed as though the audience was already on board with policies like increasing transit and protecting the countryside. Action Plans were created around each of the eight Visioning principles.
Guided Film Screenings

- The Vaughan Tomorrow: Vision for Transformation video was screened at three libraries (Bathurst and Clark, Dufferin and Clark, and Maple) over a period of three months. Other libraries made the video available for borrowing. The video was accompanied by comment cards and Vision brochures with more information on the Official Plan project. Library patrons stopped for a few moments to watch the video and pick up a Vision brochure; however few people stayed to watch the entire 18 minute video.

Travelling Roadshow

- The purpose of the Travelling Roadshow is to bring the Vaughan Tomorrow Vision to residents throughout Vaughan. By taking the Vision presentation out to community groups, the desire was to engage residents who were not able to attend the scheduled public workshops. The Roadshow presentation included a presentation of the Vaughan Tomorrow Vision, a screening of the Vaughan Tomorrow video followed by a facilitated discussion on the eight Vision themes. Travelling Roadshows were advertised on the website, through email blasts and direct emails. Travelling Roadshows took place at the following locations:
  - Vaughan City Hall, Vaughan City Staff, November 21, 2008
  - Dufferin-Clark Library, Ratepayers Association, Feb 9, 2009
  - Vaughan City Hall, general public, March 2, 2009

- Despite outreach to community groups, there was little interest in the Travelling Roadshow. As a result the expected 10 smaller meetings became 3 larger meetings. The final presentation in March was advertised to workshop participants from November who expressed a preference for information on the results of workshops already held and progress of the plan.

What the citizens of Vaughan thought about these public engagement activities/initiatives:

- Listen to the public and follow-through with ideas. There was some skepticism that the ideas and suggestions made at these workshops would not find their way into the Official Plan. At the same time there were also a number of comments suggesting that it was wonderful to have this opportunity to have a platform to input into the long-term planning for the city.
- Create ongoing forum for public participation. Ongoing learning about what is happening in the community, and the latest planning ideas for the city are important to Vaughan residents. Equally important is the opportunity to respond and be heard on these issues. The website was identified as a potential tool for this forum, but there needs to be more of an interactive component for feedback. Suggestions for this included, chat rooms, blogs, question and answer sections and multi-media upload opportunities.
- Politicians must support and protect this plan. It is clear that people are cynical about past politics in Vaughan and the ability or desire for council to take a stand on tough issues.
Public Involvement Guidelines Committee (citizens, staff) formed as an ad hoc committee of Council in Fall 2008
- The committee researched best practices of other municipalities to develop recommendations which helped create these guidelines, tools and worksheets
- Overseen by Chief Administrative Officer, Tim Anderson
- Contact: Strategic Planning, Promotion and Performance staff at:
  - Community, Culture and Recreation Services
  - Waterloo City Centre, 3rd Floor
  - 100 Regina Street South
  - Waterloo, ON N2J 4A8
  - 519.747.8664

Purpose of these guidelines – to help users identify which strategy to use and how to effectively employ it so as to get the feedback required, and involvement of intended participants – to be more responsive to the needs of Waterloo citizens

- create opportunities for citizen and stakeholder participation in “proposed developments, services, programs and other municipal decisions that may impact quality of life in Waterloo”
- “Provide sufficient access to information to allow stakeholders to become informed and capable of participation in the community dialogue”
- “demonstrate consistent application of the process to the public and Council”
- “provide effective input into Council’s decision-making process”
- “establish a method to effectively report back to the community on their input and on Council’s decisions and outcomes”

What is public involvement?
“Encouraging participation in the municipal government process helps Council understand the needs and priorities of the community, so they can make decisions with these needs and priorities in mind.

Public involvement is happening all the time. It starts with information that is provided to the residents of the community. Effective public involvement, however, considers opportunities to go beyond simply providing information and looks at how and when to best connect with the community. The end result of effective public involvement is decisions that are often more reflective of public concerns and values.”

“Public involvement is about dialogue with the appropriate people in the appropriate way at the appropriate time”

Guiding Principles for public involvement
Waterloo Public Involvement: Guidelines, tools and worksheets for successful community engagement

- **Accountability** (demonstrating a commitment to being time-sensitive, cost-effective and to generate outcomes that are consistent with expectations)

- **Transparency** (openness, honesty and transparency of purpose when engaging the community and communicating results of the process)

- **Respect** (for decision-making protocols and jurisdictions and the municipal, regional and provincial levels)

- **Inclusivity** (ensure an accurate representation of the community)

- **Responsiveness** (commit to being accessible to address citizens’ concerns)

**Public Involvement processes...**

- Are open-ended processes in which the specific outcomes are unknown at the beginning
- Allow for serious, substantive, deliberative, in-depth communication of values and principles, choices and trade-offs in search of common ground
- Broaden the flow of communication among participants in the process by creating opportunities for citizens to talk to each other and learn from each other
- Are based on a mutual two-way learning between citizens and decision makers
- Take time and can often be an ongoing process
- Can empower communities close to the location of action or concern to define the resources they need, establish their own timelines and terms of reference, and determine an appropriate role for governments on the basis of the expertise, input or buy-in required to support community goals
- Involve evaluation methods, which include the following key components:
  - The results are public
  - Citizens are involved in the evaluation process
  - The focus is on outcomes, not merely outputs. Outcomes include many different types of benefits or changes” (7)

**What makes public involvement meaningful?”**

- clarity of purpose: participants must clearly understand their role in the engagement process
- reflective of diversity: represent the community’s demographic diversity and make efforts to allow for diversity in the community to be reflected in the process
- based on credible, balanced information: made available to participants concerning the major perspectives on the issue/initiative so they can refine and voice their own views and understand the points of other stakeholders
- organized and facilitated: to encourage respectful and equitable participation, keep discussions on topic and allocate sufficient time to the most pertinent issues
- communication of results: to be shared with the community (7-8)

**Complementary Strategies to involve the public:**

- Inform: first stage; providing citizens with information to access policies to assess
### Waterloo Public Involvement: Guidelines, tools and worksheets for successful community engagement

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<thead>
<tr>
<th>Policies/initiatives; little opportunity for participants to influence policy/initiative</th>
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<td><strong>Listen and learn</strong>: gathering information on stakeholder priorities, to understand public opinion</td>
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| **Consult**: “opportunity to provide feedback on policy options before they are finalized”; focused on a group of stakeholders; to test initiatives already in early development; early-mid stage of policy process to “test policy assumptions and directions”;
| **Collaborate**: “when an issue of initiative is shared with the public as a single assembled group”; best with value based issues, opportunities for a shared agenda and open time frames |
| **Empower**: “At this level of involvement, the City shares the policy issue with the public and engages in a collaborative exercise of discussion and compromise to reach an agreement on a solution”; more active participation in decision making processes in terms of defining objectives, formulating and choosing options to implement and strategies; generally involves individual citizens rather than groups; builds on consultation (9-10) |

“**What does public involvement look like?**

“At the end of the day, the challenge is creating a dialogue that allows the decision makers as leaders to filter, evaluate and assess community input in a way that enables them to make an effective decision” (12)

### Getting Started

- **What is the goal?**
- **Who are your stakeholders** – “the silent majority” and minority groups?
- **What are your resources** – time, money?

### Define your strategy

- compile relevant information on existent studies, communicate and coordinate with other groups
- what mix of strategies/techniques will be used?

### Implementing the plan

- what is the critical path?
- What are the key decision points?
- What are the roles of participants and staff?
- How will you encourage participation?

### Reporting and Follow-up

- maintain ongoing dialogue with the participants so they know their input was received, understood, and valued
- inform participants of assessment findings and next steps

### Evaluation

- evaluate and report to Council and general public about successes and weaknesses of the engagement process
- disseminate lessons learned


- launched June 2010
- created by an ad hoc committee of Council consisting of staff and citizens based on research and
Waterloo Public Involvement: Guidelines, tools and worksheets for successful community engagement

- developed a set of recommendations to help direct the development of staff guidelines, tools and worksheets

Administered by the Chief Administrative Officer (CAO) Tim Anderson

The 2011-2014 Strategic Pillars are:
- Sustainability and Our Living Environment
- Healthy & Safe Community
- Vibrant Neighbourhoods
- Getting Around
- Economic Vitality
- Public Engagement:

**Strategic Objective: Reach out and communicate more**

**Strategic Objective: Gather information and listen to what the public is saying**

**Strategic Objective: Tell our story**

**Strategic Objective: Help people find what they need**
Waterloo Region has undertaken many projects with extensive public engagement, including the Region’s Strategic Plan. However, the public participation process has been through a subject-specific approach without a general policy. The Region is developing a corporate policy on public participation which is expected to be completed by the end of the year.

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- Report contained findings specifically from the qualitative methods used by the Region to collect information from the public during phase 1 of consultation (Nov. 2010 – Feb. 2011). It was also reported that the public consultation had provided some key information for other initiatives including the Service Improvement Strategy, the Diversity and Inclusion Initiative, and program area improvements.
- **Public consultation methods** included paper and online surveys, focus groups, self-directed discussion groups and outreach meetings.
  - **Online survey** was promoted at meetings, events, Facebook, Twitter, and Region News edition. A **paper version** was available. Regional staff outreached to community groups and attended meetings to explain the purpose of the consultation and provide instructions as to where to find the survey.
  - **Focus groups** were held with a variety of groups. Efforts were made to engage seniors, immigrants and refugees, post-secondary students, grade 9 and 10 students, persons with disabilities, people living with low-income. A total of 20 focus groups were conducted with 10 being moderated by an external consultant and 10 by Regional staff.
  - **Children’s input** was obtained by asking the children to draw pictures on what they liked best, what they would want to keep in the community for the future, and what they hoped to see when they grew up.
- **Specific findings on communications and engagement:**
  - Participants expressed a need for **clear, concise and consistent communications**.
  - Expressions that more transparent and clear communications needed in order to gain trust and credibility from the public.
  - The Region asked the public three main questions around communications:
    1. How would they like to be communicated to?
    2. What types of information they needed or wanted to see.
    3. What can the Region do to engage the public more?
Overall themes identified were:
- Diverse communities with multiple communication needs, channels, challenges.
- Desire for more outreach activities, interactive and two-way communications.
- Targeted communications. Tailored messages packaged with relevance in mind.
- Plain language communication. Clear, appropriate and jargon free.
- Creative communication campaigns. Make the information more exciting and appealing to different groups.
- Need for more visibility of the Region of Waterloo brand so that it is easily identified.
- Region service and identity awareness is needed.

How to Communicate:
- The Waterloo Region website was described as the most common communication method used by the public and the first point of contact for the region. There was request to make the website easier to navigate and understand.
- Traditional methods like newspapers, direct mail and e-mail also topped the list overall for communication methods. High school and university students wanted information through social media, blogs, RSS feeds and online messaging.
- Newspaper delivery was not consistent in rural areas so Internet and using libraries or community venues would work best.
- Immigrants preferred receiving information through their faith-based or community groups.

What to Communicate:
- The most requested information was about services, to know and understand what the Region does, how it is different from the cities and how to access the services.
- Roles and responsibilities.
- Ongoing progress reports on what had been accomplished and whether the government was producing value for their dollar. The public wants to see and monitor progress and to know that they have been heard. If confirmed, they will likely participate again.

How to Engage:
- The community outreach process used for the strategic plan was well-received by all participants.
- More outreach and focus group opportunities. The younger demographic suggested going to where they are (student campus or the malls), while seniors, low income groups and immigrants appreciated the focus group forum in their own environment.
- Setting up advisory committees or citizen panels that would be available to provide advice and direction regarding new policies, procedures as well as when determining new directions on services and programs.
- More contact with councillors.
- The most effective methods for engaging the public on major issues were cited by participants as online surveys, followed by public meetings and electronic communications.
- Volunteering was recognized as a valid and beneficial form of citizen engagement. The government would achieve engagement and additional support for the delivery of programs and services by finding ways to facilitate, support, recognize and encourage volunteering. Informing volunteers about the programs, services and issues so that they could act as ambassadors in the community. Resources for staffing and tools should be dedicated to providing this information consistently across the organization.

Boost trust and confidence
<table>
<thead>
<tr>
<th>Region of Waterloo Strategic Plan 2011-2014 – Public Input Report Qualitative Methods April 20, 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>➢ When consulting with the public the decision should still be open for discussion so that the process is sincere and real. Public input should influence service improvements.</td>
</tr>
<tr>
<td>➢ Quality Service influences confidence in public service. The government should demonstrate expertise and excellence show, admit when mistakes are made and communicate progress on actions. Staff should demonstrate strong leadership, competence and ethical behaviour.</td>
</tr>
<tr>
<td>➢ Communicate clearly and simply through multiple channels.</td>
</tr>
<tr>
<td>➢ Clear and transparent hiring process. Not just a token gesture to the public.</td>
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Wellington County

- Wellington County does not have an umbrella policy or strategy – though engagement strategies exist at a more local level within the various municipalities (Guelph, Kitchener and Waterloo covered in this report)

- Warden Chris White indicated that public input is very important, but there is no formal mechanism at the county level to engage the public/community as Wellington County covers a huge geographic area.
  - Chris White
    Warden and Mayor of Guelph-Eramosa township
    chrisw@wellington.ca
    519-830-6725

- The planning act requires PE/meetings in regards to zoning changes, etc. For PE on decision-making, this depends on the issue at hand, and is invariably a local process (within the municipalities of Wellington).

- The county does have a Communications page however for local events and changes around the county:
  http://www.wellington.ca/government_section.aspx?id=866
Community engagement is the process of working collaboratively with the public—residents, groups, associations, businesses and others—to enable positive action that affects the community and improves quality of life. Two objectives of Community Engagement are:

1.) Information Sharing (awareness building)

2.) Consultation and Active Involvement (opinion gathering)

**OBJECTIVES**

In-keeping with the goals of the Whitby Community Strategic Plan to “maintain an open, consultative process with Whitby’s citizens, industry, business, community organizations and all levels of government” and to “maintain an independent and efficient municipal corporation with strong community ownership”

“Getting Town residents in particular, and/or the Municipality’s other customers/users, to attend and participate in Town meetings, workshops or other meeting forums on Town projects or tasks has been a continuing challenge as noted by Council.”

“Community and Marketing Services Department Report CMS 68-11 provides information to Council regarding ‘existing’ and ‘for consideration’ Community Engagement Tactics that can be implemented to enhance awareness and improve public participation”
Whitby Community Engagement Framework
December 2011

Development:
“Based on discussion around citizen participation for the Waterfront Parks and Open Space Master Plan and the Whitby Official Plan, Council directed staff to develop a framework for enhanced community engagement across Town business. This will be a work-in-progress, as staff prepare various policies, procedures and programs to bring to Council for consideration as referenced above.”

Goals:

“The Town of Whitby recognizes the importance of involving the community in the development of strategies, policies, services and programs. Community engagement is the basis for building healthy, sustainable and inclusive communities. Coordinating the Town’s engagement practices for both Information Sharing (awareness) and Consultation and Active Involvement (opinion) is needed to enhance participation.

The Whitby Community Strategic Plan corporate mission statement defines the way the municipality should do business including a strong commitment to involving our citizens and other stakeholders in the workings and decisions of the Town, and delivering services in an efficient, affordable, caring and professional manner.”
City of Windsor

Windsor Municipal Cultural Master Plan 2010

- Created April 2010
- Available at: http://www.citywindsor.ca/residents/recreation/documents/municipal%20cultural%20master%20plan.pdf
- The plan was developed to provide guidance to the municipality regarding its investment of human and financial resources in support of the community's arts culture and heritage sectors.
- It was developed through an extensive public consultation process (including interviews, surveys, workshops, focus groups, and open houses) as well as a benchmarking exercise that examined the efforts of other Ontario communities to develop their cultural sectors.
- Benchmarking was done through examination of the following communities:
  - Barrie
  - Orillia
  - Prince Edward County
  - London
  - Chatham-Kent
  - Ajax
  - Kitchener
  - Cambridge
  - Strathroy
  - Ottawa
  - Toronto
- The SWOT Framework as a Basis for Community Planning
  - A SWOT assessment (Strengths, Weaknesses, Opportunities and Threats) is the logical place to start in developing a strategic or master plan for cultural and historical resource management. It ensures that the strategy ultimately developed is grounded in a clear understanding of the advantages possessed by, and challenges and opportunities facing, a community. Below we discuss first the underlying logic of a SWOT approach, then the application of this approach to the assessment of the MCMP. A SWOT analysis can provide the basis for a strategic plan.
  - Different elements (strengths, weaknesses, and so on) will logically imply different types of strategies actions and initiatives:
A cultural master plan is a collection of interrelated actions operating at the following four ‘levels’:

- **The first is at the policy level**, in providing leadership and guidance (including being accountable) in a number of areas. This level is made up of the following:
  - **Leadership and governance**: This set of actions examines what municipalities are doing to provide overall leadership and guidance to their cultural sector.
  - **Economic development**: The work of Richard Florida (and others) suggests that investment in cultural infrastructure (which attracts the so-called ‘creative class’) can be as much an economic industrial parks and servicing. Here we examine how culture strategies are actively supporting economic development objectives.
  - **Accountability**: This section examines activities to track the success of the overall strategy, and to report back to the cultural community as well as the general public, on the success and effectiveness of initiatives.
  - **Advocacy**: Anything that the community is doing to participate in larger advocacy initiatives that may benefit the cultural community beyond the immediate municipality is captured here.

- **Sector training and development**: Efforts by municipalities to help develop capacity within cultural organizations are noted here.

- **A second level lies in the direct provision of facilities, programs, events, etc. that can be used by or ‘participated in’ by cultural organizations or the general community**. The following make up this level:
  - **Facility development and provision**: Here we look at what communities are doing in terms of providing and maintaining a network of physical facilities in which cultural activities take place.
  - **Program and product (experience) development**: Some communities are taking an active role in helping more actively develop, package and promote their cultural experience to residents and...
visitors, and here we examine activities in this regard.

- **Festivals and events**: This set of actions examines what communities are doing to support the growth and development of special events and festivals (most of which are integrally related to culture of one form or another in the community).

- **Public art**: Many communities regard the support of public art programs to be a tangible and visible expression of their support for culture and so here we review what is being done in this regard.

- A third level is **sector support** consisting of a number of areas in which the Municipality can provide supportive assistance to the cultural sector. These are the following:

- **Community cultural education**: This examines what is being done to work with cultural organizations (as well as other agencies in the community) to help them develop their educational programs for residents and visitors.

- **Marketing**: This area reviews what elements of cultural strategies are oriented towards better marketing and promotion of activities and events to residents of the community, as well as visitors from the outside the community.

- **Audience development**: We look here at how municipalities are assisting their cultural organizations with the development of current and future audiences.

- **Market research**: Any initiatives that municipalities have put in place to assist organizations with audience research are tracked here.

- A final area we have called **resources**, as we are concerned here with the procurement of financial and other resources (including ‘information’) for cultural organizations. This level consists of the following:

- **Volunteer development and recognition**: Understanding that volunteers are critical to the effective and efficient functioning of the overall cultural sector in a community, this area reviews how communities are assisting with volunteer development and recognition activities.

- **Information management**: In any community, there is a wealth of information available concerning cultural organizations, events, activities, etc. This information is constantly changing. In this section we review how communities are tracking and updating this information and making it available to users.

- **Funding and resource procurement**: Here we examine what elements of strategies are aimed at ensuring that cultural organizations have the financial and other resources necessary to fulfill their mandates.
With respect to communications, the City can assist by way of a communications strategy that explains why Windsor’s cultural offerings are valuable, available, and extensive. The target of this communication would be threefold:

- For users or audiences: to entice increased attendance that counteracts the statement, “I didn’t know that was going on!” (An audience development message)
- For potential investors and new residents: to encourage an attitude that, “This is the kind of place I want to set up my business/home.” (An economic development message)
- For members of the cultural community: to answer the lament, “If I only knew that event/exhibit/show was going to happen on the same day as mine, I would have picked a different day.” (An “let’s work together” message)

Working in tandem with a communications strategy, the marketing plan would include:

- Identification of the specific target markets (e.g. youth, families, general residents, the tourism industry, business, tourists and visitors)
Windsor Municipal Cultural Master Plan 2010

- Determination of the key messages and the types of information to be conveyed to these target markets and the behaviour to be elicited
- Determination of the appropriate media or channels to be utilized to communicate with each segment, and the frequency of the messages
- Determination of resource requirements, roles and responsibilities, timing and scheduling, and the other mechanics of roll-out

Communications activities

- **Rationale:** The communications effort should have two parts. The first is the ‘launch’. It conveys the messages shown above and introduces the different audiences to the cultural master plan. The launch is a short term, single news cycle story (although given Windsor’s media environment, the cycle for some publications might actually be a week). The second communications effort is informational and will be ongoing. Year-by-year, each new element of the cultural strategy that is announced should be communicated to the target audiences when approved by Council in that year’s annual budget.

- To reach different audiences effectively will require different media and different timing. Our recommendations assume the following:
  
  - That the cost of the communications activities will, on the whole, be absorbed in existing budgets
  - That for the announcement of major new initiatives, new resources will be made available for additional communications over-and-above existing budget
  - That the Cultural Affairs Office will be responsible for implementing the communications effort with the assistance of corporate communications staff for any production trafficking, web changes, and final copy (rough copy will come from the Cultural Affairs Office)
  - That the communication is not controversial or sensationalistic and does not need ongoing follow-up by staff
  - That the implementation of the cultural plan will occur over time, and that new programs and services will have individual communications programs (not covered here).

Some activities that have been undertaken by other communities to create communications networks include:
- Cultural summits or networking events
- Joint consumer shows
- A speakers’ bureau made up of representatives of cultural organizations
- Friday beer and snack drop-ins hosted on a rotating basis by different organizations
- Representatives from non-cultural industry sectors sitting (formally or informally) on boards or committees of cultural groups
- Establishment of cultural-business liaison organizations