



## ADMINISTRATIVE REPORT

Report Date: April 18, 2017  
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TO: Standing Committee on Policy and Strategic Priorities  
FROM: Director of Corporate Communications  
SUBJECT: Public Engagement and Engaged City Task Force - 2016 Report Back and 2017 Work Plan

### *RECOMMENDATION*

THAT Council receive this report for information.

### *REPORT SUMMARY*

The purpose of this report is to provide an update to Council on ongoing work conducted by staff to implement Engaged City Task Force recommendations, as well as a report back on the 2016 results and analysis of the City's public engagement efforts, in general.

### *COUNCIL AUTHORITY/PREVIOUS DECISIONS*

In October 1998, Council adopted guiding principles for public participation.

At its Standing Committee meeting on Planning, Transportation and Environment on October 3, 2012, Vancouver City Council passed a motion to establish the Mayor's Engaged City Task Force, with the mandate to increase neighbourhood engagement and improve upon the many ways the City connects with Vancouver residents.

On November 28, 2012, twenty-two (22) individuals with broad experience, expertise, and interest in community engagement in citizen-based democracy were appointed for the task force.

At its Standing Committee meeting on Planning, Transportation and Environment on April 2, 2014, the Engaged City Task Force final report was officially received by Council. Council requested that the Corporate Management Team report back with recommendations for implementation.

In January 2016, the Standing Committee on Policy and Strategic Initiatives adopted recommended updates to the City's guiding principles on public engagement. The International Association of Public Participation (IAP2) is dedicated to the advancement and improvement of public participation practices. The updates involved combining the existing principles with the IAP2 Core Values, widely considered best practice in the field. The full updated guidelines document can be found in Appendix A. By including these additions, Council recognized the importance of the IAP2 Core Values in public engagement planning and supports the use of the spectrum for communicating and evaluating engagement efforts.

## REPORT

### *Background/Context*

As defined by the Engaged City Task Force:

*An engaged city brings people together for conversations to address issues of common importance, to solve shared problems, and to bring about positive social change. It involves people in the decision-making process such that it improves the resulting decision and, over time, builds the trust that is needed for fully empowered communities to actively create a common future.*

The goal of improving public engagement at the City of Vancouver is not a new one. The City has considered it an important focus for many years. As part of the Better City Government Initiative, the City launched the Public Involvement Review in 1996. The objective was to improve the ways citizens become involved and participate in the various decision-making processes which impact or interest them.

In October 1998, Council adopted sixteen citywide Directions for Improvement, including Guiding Principles for Public Involvement. A Public Involvement Review Committee (PIR), made up of staff representing a number of different city departments and "arms-length" Boards and agencies in place from 1998-2003.

In mid-2011, a public engagement unit was created within Corporate Communications to provide centralized strategic support for staff consultation efforts. The focus of the unit is to provide a framework for consistent and innovative practice and tools to improve engagement efforts for broader reach and deeper measurement. The team works as an internal consultant with any City group who is seeking to involve the public in project and/or policy decisions that impact them.

To support public engagement efforts, a diverse group of twenty-two residents were brought together by Council in 2013 to tackle the need to increase Vancouverites' sense of belonging and inclusion, deepen their electoral engagement, and more deeply involve citizens in municipal decision-making. The Engaged City Task Force (ECTF) worked for over a year, with staff support and community input, to develop a series of quick starts and priority actions. Each of the recommendations varies in its potential to address gaps and barriers identified and are meant to work together, building momentum towards a stronger culture of participation and engagement in Vancouver.

The public engagement unit within Corporate Communications is leading implementation of the recommendations with support from 3-1-1, Community Services, Planning, Urban Design and Sustainability, Development, Park Board, Engineering, Real Estate and Facilities and Digital Services.

Improving public engagement is a fundamental civic goal. While we have made great strides in recent years, there is much more that can be done. We are developing new tools and strategies to improve the quality and reach of the City's public engagement. We are committed to the Council approved principles and guidelines for public engagement, as well as the strong drive for deliberative democratic tools, which offer the public a range of opportunities to provide input into policies that affect them in all areas of their lives in Vancouver.

This is the work that the Public Engagement team, with guidance from Council and the Mayor's Engaged City Task Force, supports and constantly seeks to improve.

### *Strategic Analysis*

#### **Engagement Projects Overview**

There are many staff from a variety of departments engaging with the public every day in order to strengthen policies, programs and initiatives. The Public Engagement team, which operates within Corporate Communications, provides them with strategic and tactical support, as needed.

Many of the Engaged City recommendations have spurred creation of new tools, channels and opportunities for program areas to improve their engagement reach and the quality of the input they receive.

#### **Growth in Demand and Public Engagement Touchpoints**

There has been dramatic growth in demand for staff advisory and engagement planning support, and in some cases, implementation support with activities like survey and opinion research development and analysis, community outreach, social media, translation strategy and facilitation.

Aligned with this increased demand for internal services, we have also seen growth in the number of engagement activities and "touchpoints" or interactions with residents.

| <b>Metric</b>   | <b>2016</b> | <b>2015</b> |
|---|-------------|-------------|
| Number of engagement projects:  | 176         | 201         |
| # of online engagement events (surveys, other online engagement opportunities): | 73          | 56          |
| # of in person engagement events  | 176         | 208         |
| <b>Metric</b>   | <b>2016</b> | <b>2015</b> |
| # of participants at in person events   | 17,538      | 23,287      |

|  |         |         |
|--|---------|---------|
| # of completed responses to online surveys   | 121,205 | 38,670  |
| # of points of engagement for in-person and online public engagement opportunities | 159,078 | 85,513  |
| # Pop-Up City Hall visits  | 66      | 51      |
| # of Talk Vancouver members  | 13,494  | 5,860   |
| # of active social media accounts:   | 52      | 34      |
| # of followers of main COV twitter account:  | 148,275 | 101,487 |
| # of followers on main COV facebook account:                                       | 60,333  | 49,312  |
| Total followers on all active social media accounts                                | 399,545 | 167,933 |

The public engagement team provides ongoing support to dozens of projects on weekly basis; however, a number of initiatives benefitted from high levels of support, collaboration and integration from/ with the Public Engagement Team in 2016 including the following:

- North East False Creek (public engagement team provided embedded staff support)
- Zero Waste Public Engagement (public engagement team provided embedded staff support)
- Arbutus Greenway (advisory support, corporate communications/ public engagement embedded staff support)
- West End Parking Consultation (advisory support)
- Grandview Woodlands Community Plan (advisory support)
- Liquor Policy (advisory support)
- Empty Homes Tax (advisory support)
- Cambie Corridor Phase 3 (advisory support)
- Sign By-Law (advisory support)
- Britannia Community Centre Renewal (strategic support and embedded staff support)
- Dogs, Parks & People (advisory support)
- Budget 2017 (advisory and implementation support)
- Healthy City Strategy (Advisory support)
- Independent Elections Task Force (staff and strategic support)

### Training and Capacity Building

Another area of heightened and growing activity is training and capacity building. As part of the commitment to internationally-recognized standards and practices in our engagement work, the public engagement team undertook broader staff and peer-to-peer training in 2016 with plans to expand this area of work in 2017.

In 2016, we hosted a variety of training opportunities for staff including:

- Five peer-to-peer lunch and learn sessions with 247 attendees on topics ranging from data analysis to lessons learned from community planning exercises.
- 28 staff attended the internationally recognized three-day National Charrette Institute training and received certification.
- 12 staff attended the five-day International Association of Public Participation certificate training.

### **A Commitment to Greater Inclusion and Welcoming City Processes**

In 2016, staff committed to a number of new approaches to fuel improved representation or inclusion strategies. These have included:

- Development and testing of a new language access strategy to promote guidelines for translation, culturally-competent outreach and a more welcoming and inclusive approach to all city engagement activities.
- Participation in a three-year Inclusive Planning Partnership Project with UBC, City of Surrey, MOSAIC, Progressive Intercultural Community Services, Cedar Cottage Neighbourhood House, and Social Planning and Research Council of BC to examine barriers to participation by immigrants and refugees in local planning processes.
- Collaboration with COV intergovernmental affairs on process design and implementation of regular meetings with Musqueam, Squamish and Tsleil-Waututh Nations staff to provide updates and opportunities for collaboration on citywide policies and planning initiatives.
- Commitments to improved and co-creative relationships with urban Aboriginal organizations, with new approaches piloted through the Britannia Renewal Master planning process.

### **Engaged City Implementation**

The Engaged City Task Force recommendations have been instrumental in the way the City has approached public engagement. This focus has helped to shift public engagement from a per-project transaction into ongoing dialogue and relationship building opportunities with a focus on more democratic and open approaches to city building.

Over the last two years, City staff have implemented a number of Task Force recommendations. These recommendations can be interdisciplinary in nature and implementing them has required departments to work closely together. The result: deeper internal and external working relationships that have uncovered opportunities for collaboration. The approaches and actions also build upon the programs and services currently offered by the City. New ideas are being implemented in most cases by using existing resources, which can mean recommendations will be delivered over time, as opportunities and resources allow. Co-operation among Service Groups and Departments will need to continue for these improvements to occur.

A full overview of recommendations and actions can be found in Appendix B Engaged City Task Force Implementation Dashboard. The final task force report includes 16 quick starts and 19 actions for the City to implement. The recommendations are

designed to build on each other, toward four building blocks of an Engaged City; 1) Building Knowledge, 2) Building Capacity, 3) Building Trust, and 4) Building Power.

Below are some highlights of implementation of Engaged City Task Force Recommendations in 2016:

### **Pop Up City Hall**

Pop-Up City Hall (PUCH) is a mobile outreach unit that brings City services directly to residents. Its objective: increasing access to key City services for residents who may experience barriers to access like mobility, language or time constraints and who would not normally come to City Hall. Pop-Up is staffed mainly by 3-1-1 Customer Service Representatives who can speak a variety of languages and have a broad range of knowledge of City services. Different program area experts, depending on project needs, often join them.

In 2016, Pop-up City Hall hosted 66 different events throughout Vancouver, reaching 14,235 interactions. In 2015, we saw 52 visits and had 8,953 interactions. In our pilot year, we had 51 visits with 8,063 interactions. We were able to bring PUCH to larger events while still attending micro events led by the community in order to foster stronger community good will and public engagement.

We began reaching out to events that were hosted by citizens through Vancouver Foundation's Neighbourhood Small Grants and City of Vancouver's Greenest City Community Grants.

While incorporating a grassroots approach, we were also reaching large audiences through events that were valuable for community building and positive customer feedback. The aim was to explore and provide alternative models and functions of Pop-Up City Hall to our clients and the community beyond our services.

### **Outreach to Groups Under-represented in Public Engagement Activities**

**Urban Aboriginal Communities** - We co-hosted the National Aboriginal Day event at the Vancouver Aboriginal Friendship Centre (VAFS) in conjunction with the Protocol office. We joined the VAFCS at Trout Lake Park for their celebration on the day and had a separate event at the VAFC later on in October.

**Newcomers / ESL** - Our outreach to newcomers began with events at three neighbourhood houses that distributed the Vancouver Foundation Neighbourhood Small Grants and the Greenest City Grants to tap into various neighbourhood groups of newcomers around Vancouver. We first held a mini Pop-Up City Hall to create space for groups who wanted to engage with people who spoke English as a Learning Language and for us to deliver any information. We also participated in community events from Chinese Senior Health Fairs, Sunset Community Centre, Dunbar Community Centre, Chinatown Festival, Bastille Day, and TaiwanFest.

**Youth** - The majority of events that we attended had high numbers of youth in attendance, but we did not seek out any particular events that were targeting youth in Vancouver, such as volunteer/career fairs. We did attend festivals such as Car Free

Day, The Fair at the PNE, and the Vancouver Mural Festival, which had a larger youth participation while partnering up with multiple community groups that attracted the demographic.

Vancouver South - The outreach plan intended to connect with as many established community events in Vancouver South that have people plan to attend. With fewer public gathering places, communal spaces such as community centres, neighbourhood houses, grocery stores, and community events had the best impact.

| Metrics      | 2014  | 2015  | 2016    |
|--------------|-------|-------|---------|
| Site visits  | 52    | 51    | 66      |
| Interactions | 8,853 | 8,600 | 14, 235 |

Programs that leveraged the Pop-Up model included the 2017 Budget, Zero Waste 2040 planning, Van Splash, among many others. The Pop-Up team also led development of a highly creative and interactive City Pavilion at the 2016 PNE, where staff from a variety of departments had a great platform to interact with over 7000 individuals.

- a. **Talk Vancouver:** This online consultation platform enables residents to participate in City consultations from the comfort of their home. It has more than doubled the average response rate and enables us to measure the representativeness of our feedback to ensure a diversity of voices are being heard. In 2016, we increased the number of responses by 400% and doubled the size of the panel membership. Clearly there is a growing appetite for online engagement. The challenge is to ensure there is appropriate and adequate information to inform survey participation, that there is appropriate time allowed for translation, as required, and sufficient notification and resources to allow for promotion in ethno-culturally specific media. We found that the translated surveys with the largest response rates also had corresponding promotional strategies.

|                        | 2015    | 2016    |
|------------------------|---------|---------|
| Questionnaires         | 49      | 70      |
| Completed responses    | 38, 670 | 121,205 |
| Panel size (as of Dec) | 5,800   | 13, 494 |

The Talk Vancouver panel is made up of a diversity of members who span the spectrum on key demographic variables, and in most cases, reflect the population of Vancouver in general. We have plans to continue recruitment to the panel to ensure continued representativeness.

*Gender:* The Talk Vancouver panel mirrors the distribution of gender in the City of Vancouver among those 15 years or older (47% male, 53% female).

*Age:* Older (60+) and younger members (under 29) are underrepresented in the Talk Vancouver panel, while those middle-aged, 30-59 are well represented compared the City's population.

*Residential Zone:* People living in the Downtown, Northwest and Northeast portions of the City are well represented, and their numbers are consistent with their

overall distribution in the Vancouver population. But those living in the Southwest, and particularly those in the Southeast, are underrepresented.

*Ethnic Diversity:* Vancouver's largest ethnic minority groups, Chinese and South-Asian, are underrepresented in the panel compared to their population in the City.

*Home Ownership:* Members of Talk Vancouver are made up of both owners and renters in the City, but renters are slightly underrepresented (43%), compared to their proportion in Vancouver (48%).

*Language:* Increasingly, teams are providing surveys in multiple languages to reflect the diversity of languages spoken by residents.

Gaps in representation will be the focus in future recruitment, particularly in terms of age, residential zone and ethnicity.

### 2017 Public Engagement Work plan

In 2017, Public Engagement/Corporate Communications will focus on four key streams.

**First, improving citizen experience and access to engagement and consultation activities and reporting.**

#### **Summary:**

This area will comprise a drive toward innovation and continued improvements in notification; improved transparency and policies on reporting engagement and consultation findings to residents; planning for improved public access to civic facilities; improved digital engagement; language access and translation; improved engagement with First Nations governments and urban aboriginal residents; as well as ongoing strategies to involve **under-represented groups** specifically youth ages 18-35, newcomers, and urban Aboriginal communities.

#### **Strategies:**

**Improved transparency and accessibility to engagement and consultation activities.**

This work will include:

- a. continued investment and refinement of Talk Vancouver as a mechanism for convenience and reaching young families and the time and mobility challenged
- b. continued refinement of a language access framework to identify long-term solutions, effectiveness and resource needs for translation - verbal and written - and broader cultural competencies
- c. continued investment and refinement of Pop-up City Hall as a mechanism for reaching newcomers, families and seniors
- d. realignment of event timing for Doors Open Vancouver - moving it to the spring and in 2017 connecting it to Canada's 150<sup>th</sup> birthday. Purpose of realignment is to match other Doors Open event timing and staff capacity - planning for a large October event over summer is very challenging



- e. continued support for the Vancouver Immigration Partnership project and its goals of improving civic engagement for newcomers and refugees.
- f. work with Cultural Communities Advisory Committee to conduct focus group research on engagement needs and barriers, including consideration of the impacts of public space.
- g. development of a youth engagement strategy to increase involvement by younger residents
- h. development of a civic academy with a focus on young people and increasing the capacity of all residents to participate fully in civic activities ranging from Council meetings to voting
- i. in coordination with Digital Services, development of a unified strategy to improve digital engagement and harmonize city approaches to online consultation
- j. a review of current notification policies including areas of translation, new digital channels and mail out strategies
- k. an inaugural participatory budgeting planning process in the West End funded by revenues from increased parking fees
- l. improved communication and reporting of consultation findings and processes
- m. implementation of a Reimagine City Hall process that will investigate spaces for the public within City of Vancouver/ City Hall campus facilities.

**Second, a commitment to increased staff capacity to activate both standardized and leading-edge engagement practices and tools.**

**Summary:**

This work will include a range of in house and tailored training opportunities, peer learning, webinars, and the expanded development of standardized toolkits and practice resources.

**Strategies:**

**Improved Staff Capacity**

This work will include:

- a. training support for face-to-face engagement providing staff with regular training in facilitation, conflict resolution, data analysis and leading-edge planning and policy engagement processes and strategies.
- b. Corporate Communications will bring the recognized IAP2 training certificate into the City to encourage strong practice in the field, with the three-year goals that all staff who lead public engagement receive IAP2 training.
- c. development of a standardized COV toolkit for all staff to outline key templates, resources and standards of practice. This kit could include videos, webinars as well as a print/ digital version to be updated regularly.
- d. opportunities for peer-based learning, sharing lessons learned and connecting with colleagues across Canada and North America.
- e. advisory services - the team will continue to provide strategic engagement planning, coaching and advice as well as some implementation support. Embedded staff can provide more focused action when required.

### **Third, to develop an annual evaluation process of the City's Public Engagement Activities.**

#### **Summary:**

The City is committed to evaluating individual engagement processes for quality and effectiveness, as well as understanding and acting on public feedback regarding:

- b. their experiences of City processes;
- c. their understanding of civic activities; and
- d. related experiences of social connection and confidence in local government.

In 2016, staff met with the former members of the Engaged City Task Force to discuss an evaluation framework for ongoing evaluation. It was agreed that the City would leave the measurement of "social connectedness" to the Vancouver Foundation and its ground breaking public research, but would focus more on measuring the effectiveness of public engagement, specifically.

#### **Evaluation and Reporting**

This work will include:

- a. development of an evaluation tool to be administered both following digital engagement and face-to-face engagement activities
- b. development of an impact assessment evaluation framework to look at both the quantity and quality of engagement activities including quality, metrics like changes in participation at council, at a local level
- c. conducting research to learn more about how the public has experienced City engagement processes and activities begin to gather initial baseline results to, evaluate measurement use, and investigate resources to maintain data.
- d. undertaking an annual "Civic Engagement Report Card" to be released in Q4 of each year to report out on how we are doing and what we can improve/ celebrate.

#### **2017 Workplan Highlights for Engaged City Task Force Recommendations**

Some look ahead highlights for 2017 include the following activities:

1. Participatory Budgeting
  - Public Engagement will work with a committee of advisors in finance, engineering, and planning to develop and plan a process for a promised participatory budgeting exercise as a result of parking fee changes in the West End.
2. Civic Academy/ City Hall 101
  - Public Engagement in collaboration with the Vancouver Immigration Project, will establish a pilot project for a civic academy in 2017.

### 3. Civic Engagement Report Card

- Public Engagement will develop a baseline evaluation model for an annual public report card on civic engagement. The research will be completed in 2017 with the first postcard emerging in early 2018.

### 4. Improved Notification of Planning Changes

- Public Engagement is working with a researcher to identify opportunities to update and refresh our existing notification practices.

### 5. Vancouver Public Engagement Twitter Feed and Newsletter

- Public Engagement launched a Twitter feed and have planned for a regular newsletter to keep the public abreast of opportunities to participate.

### *Implications/Related Issues/Risk (if applicable)*

#### *Financial*

Given the collaborative nature of public engagement for the City, funding for Engaged City efforts is shared across a variety of departments including IT and 3-1-1. Funding has been identified in the 2017 Budget to meet the goals of the current work plan.

### **CONCLUSION**

The purpose of this report is to provide an update to Council of the work being conducted by staff to implement Engaged City Task Force recommendations and engagement efforts in general; as well as to obtain Council approval of an update to the existing Guiding Principles for Public Involvement.

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## **APPENDIX A - GUIDING PRINCIPLES FOR PUBLIC ENGAGEMENT**

**Definition** - For the purposes of these guidelines and public engagement work in the city the following terms are used interchangeably when referring to public engagement - they include: "public engagement", "public participation", and "public involvement". The overall definition of an "Engaged City" recognized by the City, as proposed by the Engaged City Task Force is:

An engaged city brings people together for conversations to address issues of common importance, to solve shared problems, and to bring about positive social change. It involves people in the decision-making process such that it improves the resulting decision and, over time, builds the trust that is needed for fully empowered communities to actively create a common future.

### **Core Values for the Practice of Public Participation (as defined by IAP2)**

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. Public participation includes the promise that the public's contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

### **Guiding Principles for Public Involvement (original language as adopted by Council in 1998 - Language in red represents recommended amendments)**

The following principles guide process planning for public engagement and are used as an evaluation framework.

1. Mandating the Process
  - The credibility, purpose, and objectives of the public engagement process are clear to all process participants.
  - The roles and interests of all participants are defined and effectively communicated.
  - The public is involved in making changes to processes in which they are participants.
2. Resourcing the Process
  - The public involvement process has adequate resources (financial, staff, community) to achieve the stated mandate.
  - Community resources and energies are used effectively and efficiently.

- The assigned staff are trained in the conduct of public involvement processes which are used during the process.
- The selection of resources considers the relative cost-effectiveness of alternative techniques to achieve process objectives.

### 3. Process Participants

- Everyone potentially interested in or impacted by a process has an opportunity to become involved.
- Public involvement processes have a balance of people who represent others and people who represent only themselves.
- Efforts are made to include under-represented and hard-to-reach communities in all public involvement processes.
- Barriers to access are recognized and overcome where needed and possible, including physical, communication, economic, language, ethnic, and social constraints.
- Efforts are made to involve elected representatives and all affected City departments during the course of an involvement process.

### 4. Communications Strategies

- All communications for public involvement processes are effective, inclusive, and cover all necessary issues.
- The language of all written communications is clear, concise, objective, and free of technical jargon.
- Communication materials address relevant existing policy and procedure, history of the issues and past City initiatives, and alternative approaches to resolving issues and their respective advantages and disadvantages.
- Communication also regularly reiterates such basics of the process as the schedule, decision milestones, progress-to-date, and upcoming opportunities for involvement.
- Media is used regularly to provide general information to the public at large.
- Information or feedback is summarized and distributed regularly to those involved in the process and, at intervals, is also broadly distributed to anyone potentially interested in or impacted by a process.

### 5. Involvement Strategies

- The public involvement process is transparent and deals openly with conflict and imbalances of knowledge in order to maximize participant input.
- The scope and goals of the public process are repeatedly clarified during the process.
- The tone of the process fosters creativity and encourages civility and mutual respect among all parties to the process.
- Processes have a balance of proactive and reactive techniques to ensure that representative input is assured and everyone who wants can be involved.
- Input is obtained from those impacted both negatively and positively by proposals or projects.
- The involvement process addresses both agreement regarding the validity of the facts and understanding of varied opinions and values regarding the outcome of the process.

- In some instances, public feedback such as that at public hearings, is collected as part of formal record which includes person identification. In others, feedback is received in confidence to allow for personal expression without fear of bias. Privacy is respected and in cases of feedback received in confidence, verbatim responses are stored safely and can be requested through the FOI process to ensure transparency as well as ensure personal identification of comments is kept confidential.

6. Closure

- Participants are convinced that a process has achieved its mandate at its completion.
- Evaluation of the process assesses its successes and shortcomings and communicates its results to the participants. The longer-term effects of the process on neighbourhood and community relationships and on perceptions of effectiveness of City processes are included in the evaluation.
- Affected communities are informed of process outcomes.

**Spectrum of Public Participation** (as adopted and modified from IAP2)

The Spectrum of Public Participation provides a framework that clearly outlines the outcomes and expectations involved in different kinds of public involvement, and offers a credible and common language that can be used by participants and decision makers. When the City embarks on an engagement process, the purpose of the engagement will be clarified at the beginning of the process using spectrum language. It is expected that an engagement process may incorporate more than one point of the spectrum at different stages of the process and/or with different participant groups.

|  |   |  |   |  |
|--|---|--|---|--|
| <p><b>Inform</b><br/>The City will provide timely, accurate, balanced, objective, and easily understood information (for all levels of engagement) to assist the public in understanding the details of a program, project or service and the related issues, alternatives, opportunities and/or solutions being put forward as part of an engagement process.</p> |   |  |   |  |
|  | <b>Consult</b>  | <b>Involve</b>   | <b>Collaborate</b>  | <b>Empower</b>   |
| <b>Public participation goal</b>   | To obtain public feedback on analysis, alternatives and/or decisions. | To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered. | To partner with the public in each aspect of the decision including the development of alternatives and identification of the preferred solution. | To place final decision-making in the hands of the public. |
| <b>Promise to the public</b>   | We will keep you informed, listen to and                              | We will work with you to ensure that   | We will look to you for advice and innovation in  | We will implement what you                                 |

|  |  |  |   |                |
|--|--|--|---|----------------|
|  | <p>acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.</p> | <p>your concerns and aspirations, are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.</p> | <p>formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.</p> | <p>decide.</p> |
| <p>&gt; &gt; &gt; &gt; Increasing level of public impact and time commitment &gt; &gt; &gt; &gt;</p> |  |  |   |                |

**APPENDIX B - ENGAGED CITY TASK FORCE IMPLEMENTATION DASHBOARD**

QS refers to the Engaged City Task Force Quick Start recommendations adopted on May 22, 2013.

|            | ECTF Recommendation  | Action(s)  | Progress   |
|------------|--|--|--|
| FOUNDATION | 1. Incorporate the IAP2 Spectrum of Public Participation into Guiding Principles and evaluation  | <p>Incorporate IAP2 into existing COV principles for endorsement by Council in 2016.</p> <p>Training of staff in IAP2 core methods annually, including an in-house trainer and regular training opportunities.</p> <p>Incorporate IAP2 principles into evaluation framework</p> <p>Develop P2 practitioners network with other Canadian local governments to learn from each other.</p>  | <p>Complete</p> <p>Ongoing</p> <p>Planning</p> <p>Ongoing and Complete</p>                               |
|            | 2. Develop specific strategies for engaging under-represented groups - In particular<br>(1) 18- to 35-year-olds;<br>(2) newcomers and new immigrants; and<br>(3) urban Aboriginal peoples.<br><br>(added QS 1, 5 and 15 for implementation tracking) | <p>Ongoing delivery of Pop-Up City Hall (QS 1 Bring City Hall to the Community).</p> <p>Ongoing delivery of Doors Open Vancouver (QS 5 Open the Doors to City Hall).</p> <p>Continue to invest in and recruit to Talk Vancouver panel (QS 15 Create and promote an online engagement panel).</p> <p>Implementation of a Language Access Strategy</p> <p>Development of a Youth Engagement Strategy</p> <p>Work with Vancouver Immigration Partnership on recommendations for improving newcomer experience and involvement.</p> <p>Work with Council Advisory Committees for Cultural Communities, Urban Aboriginal Peoples, Renters and Children Youth and Family to identify gaps and opportunities.</p> | <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> |
|            | 19. Undertake an annual "Civic Engagement Report Card" - adopt the measures  | Evaluation framework to measure breadth and depth of engagement with the public  | Year one and in process -  |



|                        | ECTF Recommendation   | Action(s)   | Progress                  |
|------------------------|---|---|---------------------------|
|                        | recommended in the ECTF report, commit to reporting out once a year.  | Meet annually with members of city advisory groups to review process and findings.  | fall 2017                 |
| <b>BUILD KNOWLEDGE</b> | <p>3. Establish a Citizen’s Academy - presentations on basic City processes like planning, speaking at Council meetings, civic literacy including a glossary of general civic terms.<br/>(added QS 6 for implementation tracking)</p>   | <p>Pilot project with Vancouver immigration Project - proposal for newcomer youth civics program.</p> <p>Continuing to build on City Hall 101 materials and content. Where opportunities arise with other projects,</p>   | Planning, target for 2017 |
|                        | <p>4. Promote 3-1-1, with a focus on non-English-speaking communities<br/><br/>(added QS 12 for implementation tracking)</p>  | <p>Leverage Pop-Up City Hall, Talk Vancouver and Doors Open Vancouver for this promotion. As well as existing project promotions.</p> <p>Deliver a strong promotion campaign for release of online app - VanConnect (QS 12 Bring 3-1-1 online).</p>   | Complete and ongoing      |
| <b>BUILD CAPACITY</b>  | <p>5. Invest more in public engagement resources - All internal project briefs include a dedicated budget and proper staff time allotted to building relationships with stakeholders<br/>Investigate neighbourhood participatory budgeting pilot over the 2015-2018 election term (QS 2).</p> | <p>Create a COV Public Engagement Toolkit with templates, standardized practices, and resources to help staff plan engagement strategies.</p>   | Ongoing complete by 2017  |
|                        | <p>6. Expand and improve the distribution of notification mailouts - also work with other municipalities to advocate that Canada Post provide special treatment to unaddressed mail from municipal governments<br/><br/>(added QS 9 and 11 for</p>  | <p>Expanded areas are used for major projects, tall projects, or projects in specifically dense areas.</p> <p>Use community networks, posters and eye-catching site signage (QS 11 Rethink public signs and notices) to expand notification effort.</p> <p>Work with Canada Post to pilot their new Postal Code Mail service to address</p> | Complete and ongoing      |

|             | ECTF Recommendation   | Action(s)  | Progress             |
|-------------|---|--|----------------------|
|             | implementation tracking)  | <p>limitations to accessing rental units.</p> <p>(QS 9 Earlier public involvement in major rezoning proposals): Developer consultation requirements are encouraged at enquiry stage and consultation guidelines for developers are provided.</p>   |                      |
|             | 7. Develop an evaluation criteria for online tools  | <p>Working with Digital Services to create a more harmonized, one-stop digital space for all City of Vancouver engagement</p> <p>Develop a strategy for typologies of frequently used digital tools.</p>   | Complete and ongoing |
|             | 8. Create a Public Space Action Association. This has been defined as an advisory group of City staff, experts in public space and urban design, artists, designers, media-makers and inspired citizens to encourage public engagement in public space planning to foster localized community building. | The Downtown Spaces and Places team is looking at forging a public space agenda and planning process that could pilot this approach.   | Ongoing              |
|             | <p>9. Support community and cultural spaces - clarity of regulatory requirements, continue performance venue pilot, keep track of spaces</p> <p>(added QS 13 for implementation and tracking)</p>   | <p>The Arts Events License pilot has become a permanent program to make it easier to host pop-up performances in unconventional spaces.</p> <p>Develop a crowdsourced venue list of community gathering spaces (QS 13). A cultural spaces mapping project has been conducted as a stepping stone. Look at ActiveNet data options for facilities as well as work with Facilities and Fire re data points on facility information.</p> | Ongoing              |
| BUILD TRUST | 10. Support face-to-face engagement - Provide regular facilitation training and work to develop   | Implementation of a training and capacity building plan that includes tool kits, and delivery of IAP2 training to staff actively engaging in the field, including  | Complete and ongoing |

|                    | ECTF Recommendation   | Action(s)   | Progress                   |
|--------------------|---|---|----------------------------|
|                    | guidelines on the elements of a productive meeting.   | cultural sensitivity component.   |                            |
|                    | <p>11. Pilot a neighbourhood liaison position to assist neighbourhoods with a high proportion of newcomers and new immigrants.</p> <p>(added QS 2 and 4 for implementation tracking)</p>  | <p>Investigate recent local proposals to create neighbourhood hubs.</p> <p>Investigate neighbourhood participatory budgeting pilot over the 2015-2018 election term (QS 2).</p> <p>Gather a recommended mechanism for assigning neighbourhood councillor liaisons (QS 4).</p> | Planning                   |
| <b>BUILD POWER</b> | 12. Develop a Charter of Roles, Rights, and Responsibilities for the planning process   | Draft attempts have been made of these in the past, need to pull these together and finalize.   | Target 2018                |
|                    | 13. Pilot the use of Community Reference Panels   | Piloted Grandview Woodland Community plan,  | Complete                   |
|                    | 14. Increase the number of "positive cues" to encourage voting - could include neighbour encouragement campaign, lawn signs that say "Be part of the 100,000 who vote," , local celebrities who promote election registration and voting, and/or a sophisticated social media campaign. | Worked with Independent Elections Task Force whose recommendations provide enhanced approaches and lessons learned with an eye to improving delivery for 2018 election.   | Complete - refresh in 2017 |
|                    | 15. Target Voter Registration. Advocate early registration for 16 years olds. Enable registration to happen at schools during class registration  | Independent Election Reform Task Force reviewed and recommended.  | Planning 2016 / 2017       |
|                    | 16. Investigate extending voting rights to permanent residents  | Study by Independent Elections Task Force.  | Planning 2016 /2017        |
|                    | 17. Use the election ballot to get feedback on voter satisfaction with the current voting system  | Study by Independent Elections Task Force.  | Planning 2016 /2017        |

|  | ECTF Recommendation                        | Action(s)                                  | Progress                  |
|--|--|--|---------------------------|
|  | 18. Take action on campaign finance reform | Study by Independent Elections Task Force. | Planning<br>2016<br>/2017 |