Community Engagement Strategy

Community Engagement Strategy for Connecting Downtown in Saskatoon

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MEANINGFUL PUBLIC ENGAGEMENT

Meaningful community engagement consists of much more than talent and suitable tools. It is accomplished via a mindful and comprehensive process. The InSPIRED engagement process provides the framework to deliver meaningful engagement outcomes for effective decision making for this project.

The **InSPIRED** engagement process is:
- Identification
- Stakeholders
- Process Design
- Implementation
- Review
- Evaluation, and
- Decisions

Meaningful public engagement informs sound decision-making via the feedback of stakeholders and the public, as well as meeting the needs of the decision-making body. Pre COVID-19, hosting

open houses and in-person community meetings were standard techniques. With the COVID-19 pandemic, it may continue to take time, mindful adjustments, and some iterative transitioning between online and in-person before the public will be comfortable to attend in-person events as they once did. For this project, both in-person and online activities will be considered to engage with residents, owners, and various business sectors and community groups.

COMMUNITY ENGAGEMENT STRATEGY (CES)

This Community Engagement Strategy delineates the approach to develop a well-balanced engagement process to encourage idea sharing, pursue diversity, respect differences, and inspire dialogue. The engagement approach considers current and emerging circumstances and is based on the IAP2's Best Practices. Additionally, the CES echoes the intent of, and aligns with, the guidelines of applicable City policies and guiding documents (e.g. Considerations for Modernizing Public Engagement at the City of Saskatoon, July 2019). The CES considers common project needs such as:

- Diversity, Equity, and Inclusion;
- Engagement objectives;
- Key considerations;
- Budget;
- Resources;
- Timelines; and
- Decisions to be influenced.

Considering the project's engagement needs while adhering to the current and emerging COVID restrictions, the CES will pull from the healthy array of tools and approaches available. While the default will be online engagement opportunities, both in-person and online opportunities will be considered to engage with residents, owners, various business sectors, and community groups.

IDENTIFICATION

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1.0 IDENTIFICATION

The City of Saskatoon is continually aligning its transportation infrastructure project priorities with its Plan for Growth and Active Transportation Network. According to the City's current transportation master plan, the downtown active transportation network is the second highest priority for future infrastructure projects. The City has given the project high priority for its ability to address network gaps and improve safety and equity. It has been demonstrated in other Canadian winter cities that the implementation of safe, comfortable, and equitable active transportation corridors is seen as an essential part of helping the City reach its long-term transportation and land use goals. In addition to this, there are also a wide range of public health co-benefits to active transportation investment that contribute to tangible, long-term improvements to physical and mental health in our communities.

The goal for this project will be to complete the necessary public and stakeholder engagement and additional investigations to refine the conceptual designs to a functional level. WSP intends to develop a design that is understood and generally accepted by the area stakeholders and the general public, that will balance the needs of all users, and encourage walking and cycling consistent with the City's plan.

In April 2019, City Council endorsed this project which involves both the engagement and concept design of All Ages and Abilities (AAA) cycling facilities for three street corridors:

- 19th Street: between Avenue A and 4th Avenue;
- 3rd Avenue: between 25th Street and 19th Street; and
- 23rd Street: between Idylwyld Drive and Spadina Crescent.

The project also includes the selection and design of an active transportation facility for 3rd Avenue between 25th Street and 2nd Avenue and the functional layout of streetscaping improvements.

1.1 Engagement Purpose & Objectives

Given the current climate related to COVID-19 along with the Provincial and Municipal health requirements, the engagement approach for the foreseeable future will differ in that both online and in-person options will be carefully considered, expertly implemented, and continually responsive to emerging needs. A combination of several tools is proposed to successfully accomplish the project's goals and desired outcomes.

Engagement tools are considered through the lens of the IAP2 Core Values, IAP2 Spectrum of Public Participation, and the City's guiding policies. The COVID-19 pandemic has provided the opportunity to use online tools more extensively to meet project objectives and to meaningfully engage with the community as they are more comfortable and skilled in using them. Some key questions we will consider are:

- What is the role of the community in the engagement process?
- Who are the interested parties we need to engage with?

- What access do we have to the necessary resources?
- What are the strengths of the tool(s)?
- How will community (Indigenous, stakeholder, and public) input affect the decision?

In addition to the project goals and key questions noted previously, the engagement efforts will incorporate and contribute to the following:

- Diversity, Equity, and Inclusion;
- Building community trust;
- Transparency; and
- Collaborative solutions.

PUBLIC & STAKEHOLDER
ENGAGEMENT

STAKEHOLDERS

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2.0 STAKEHOLDERS

2.1 Stakeholder Mapping and Analysis

A comprehensive and thorough list of stakeholders fosters an engagement process that is well-rounded, and appropriately represented. The stakeholder list will be a living resource to be developed and continuously refined to include people who are either directly or indirectly impacted by the project. This includes internal and external stakeholders and considers representatives of community organizations, related interest groups, and the broader general public. Concerted efforts with a lens on diversity, equity, and inclusion will be used to identify any vulnerable and marginalized community organizations. Stakeholders are categorized in terms of those with high, medium, and low levels of interest in issues related to the project.

Internal Stakeholders	Low	Med	High
City Communications Department			
Community Services Department - Communications			
Community Services Department - Community Development			
Community Services Department - Economic Development			
Community Services Department - Indigenous Initiatives			
Community Services Department – Parking			
Community Services Department – Planning and Development			
Fire Department			
Parks Department (Urban Forestry)			
Roadways Department			
Saskatoon Police Service			
Saskatoon Transit Services			
Transportation Department			
Urban Design			

External Stakeholders	Low	Med	High
Applicable school divisions			
Bridge City Bicycle Co-Op			
Broadway BID			

External Stakeholders	Low	Med	High
Bus Riders of Saskatoon			
Business & Property Owners along 3rd Avenue & 19th Street, also 23rd Street			
Canadian National Institute for the Blind (CNIB)			
Central Urban Métis Federation Inc. (CUMFI)			
City of Saskatoon – University of Saskatchewan Students Connection Committee			
City Park Community Association (via City Community Consultants)			
Climate Justice Saskatoon			
Cycling Advisory Group			
Downtown Business Improvement District (BID)			
E-Bike providers (TBD)			
Eco Friendly Saskatoon			
EcoQuest			
Gabriel Dumont Institute			
Global Gathering Place			
Greater Community			
Jane's Walk Saskatoon			
MC College			
McKay Career Training			
Meewasin Valley Authority			
Metis Nation Saskatchewan			
North Saskatoon Business Association			
Open Door Society			
Riversdale BID			
SaskAbilities			
Saskatchewan Environmental Society			
Saskatoon Environmental Advisory Committee			
Saskatoon Accessibility Advisory Committee			
Saskatoon Business College			
Saskatoon Chamber of Commerce			
Saskatoon Community Associations			

External Stakeholders	Low	Med	High
Saskatoon Council on Aging			
Saskatoon Cycles			
Saskatoon Indigenous Institute of Technology			
Saskatoon Public Library			
Saskatoon Tribal Council			
Saskatoon Youth Climate Committee			
SOS Trees Coalition			
The Lighthouse			
Tourism Saskatoon			
Walking Saskatoon			
Wild About Saskatoon			

2.2 Relationships and Strategic Partnerships

This project will benefit from key relationships and strategic partnerships. Upon review of the Stakeholder Mapping & Analysis, the following opportunities have been identified.

Relationships & Key Partnerships
Saskatoon Cycles
Saskatoon Downtown Business Improvement District

2.3 Diversity, Equity, and Inclusion

The engagement efforts for this project use aspects of the Dignity Infused Community Engagement (DICE) Method to center the needs of communities who have been marginalized by previous decisions, encouraging a process that is explicitly anti-racist and anti-displacement at its foundations. We know that when a project takes the needs of the most vulnerable populations into account from the start, it builds a project that serves the entire community better. We will work to build trust among residents and stakeholders, identify local knowledge-keepers and connect with them and develop a sense of accountability that will carry through this process into the implementation stages, strengthening the City's relationships with these communities in the process.

The approach centers on the needs of the City's most vulnerable residents. We know that Indigenous communities in Saskatoon are more likely to rely on walking, cycling and public transit than the City average. We also know that providing safe, accessible cycling facilities provides ladders of opportunity for vulnerable residents, opening reliable, low-cost transportation and

expanding the number of amenities and potential employment areas they can access. Finally, we know that the cost of transportation, specifically transit and the costs of owning and operating a vehicle, are particularly burdensome on low-income populations, and that when infrastructure is designed to prioritize automobile transportation, it is low-income communities, communities of colour and New Canadians who bear disproportionately higher costs of those systems.

The approach is to seek out and prioritize the voices who are traditionally left out of conversations about how public space is designed. We will be working to develop outreach materials and relationships within the City's diverse communities and their leaders by going to where they already are rather than by expecting them to come to us. Traditional engagements, which rely on residents coming to a central location at a time chosen by the consultant and the client, privilege those with both the time to attend those meetings and the transportation options to get there. We will work with the City to upend this traditional structure by building relationships with trusted partners, reaching out to voices who haven't been engaged in the past and providing meaningful opportunities for Indigenous communities, low-income residents, young families, seniors, people with disabilities, New Canadians and more to help shape this important project for the betterment of the entire City. By working closely with our "partners" we will be able to leverage their network and social reach to better disperse project information and opportunities for feedback.
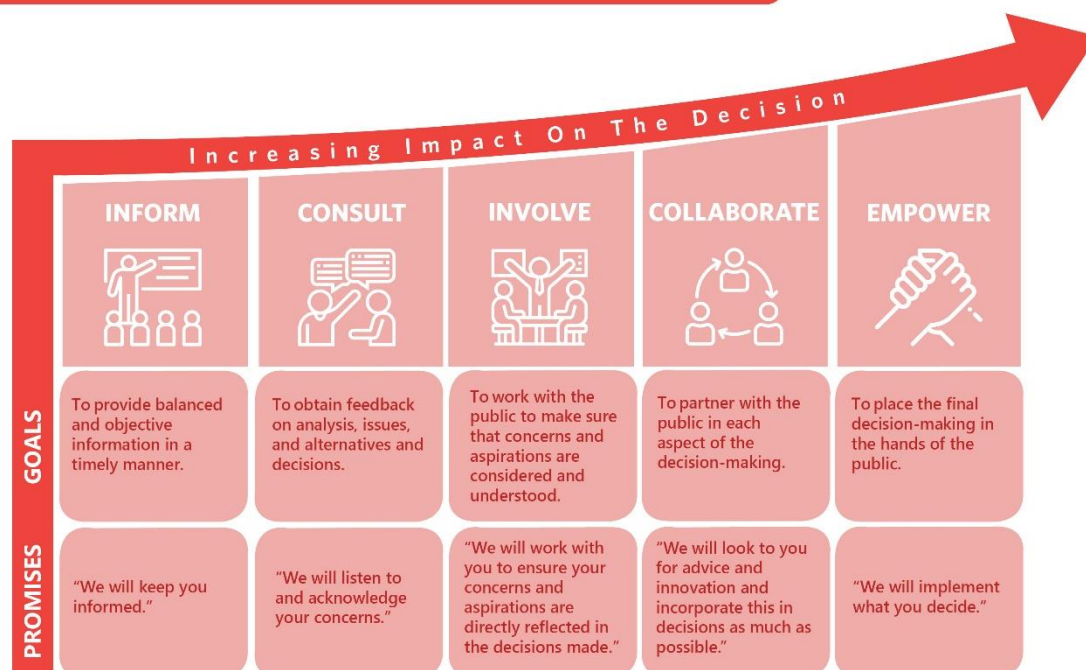
PROCESS DESIGN

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3.0 PROCESS DESIGN

3.1 Engagement Spectrum

The following diagram denotes the "levels" of engagement and their respective goals and promises. This spectrum will be used to view and guide the various engagement efforts to provide the framework and understanding of the intent and results of the engagement approach. Please note that "one size" does not fit all and the project will use a variety of levels to meaningfully engage with the stakeholders and community, such as:

- Key stakeholder vs general public
- Corridor residents vs corridor "visitors"
- Marginalized communities vs BIDs
- As the project progresses:
  o Project Launch - at Inform & Consult,
  o Concept Design - at Consult,
  o Final Design - at Consult, and
  o Project Conclusion - at Inform

IAP2 Spectrum of Public Participation

Increasing Impact On The Decision

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
GOALS	To provide balanced and objective information in a timely manner.	To obtain feedback on analysis, issues, and alternatives and decisions.	To work with the public to make sure that concerns and aspirations are considered and understood.	To partner with the public in each aspect of the decision-making.	To place the final decision-making in the hands of the public.
PROMISES	"We will keep you informed."	"We will listen to and acknowledge your concerns."	"We will work with you to ensure your concerns and aspirations are directly reflected in the decisions made."	"We will look to you for advice and innovation and incorporate this in decisions as much as possible."	"We will implement what you decide."

3.2 Approach & Techniques/Tools

Engagement Graphics

The Engagement materials will be developed with highly visual materials that are clear and concise to help people feel welcome and comfortable to participate. The engagement materials will be creative and innovative to capture the attention and interest of the public and stakeholders and keep them interested throughout the project duration. The ENGAGE Team will work with the City to develop clear, creative, and innovative communications materials for the project. Additionally, the materials will include a focus on the project goals noted below:

- Create a downtown AT network for all ages and abilities that will best address the transportation, economic, and social needs of Saskatoon residents;
- Enhance the public realm and overall downtown experience;
- Improve safety and comfort across all user groups, including people walking, biking, taking transit, and driving;
- Support social and mobility equity for groups that currently face distinct barriers to accessing and enjoying active transportation in the downtown; and
- Communicate about the project in clear and compelling ways.

Engagement Events

The reflection of and alignment to the stakeholder's lived experience will be key in fully understanding the project challenges and opportunities while also building support and strengthening relationships. The design of the engagement events considers current/emerging COVID restrictions, local municipal guidelines, diversity, equity, and inclusion, as well as community receptivity. The planning for and implementation of any engagement events will also consider any current and emerging COVID restrictions (increasing and decreasing) to provide on-line engagement and potential in-person events. The engagement will consist of interactive mapping, expert presentation(s), real time questions and answers, questionnaires, and opportunities for meaningful feedback. The engagement will garner local knowledge of key factors, contributors, and concerns to contribute to the design and recommendations by the technical team and ultimately implementation success.

Considering the current and anticipated state of health restrictions and community sensitivities resulting from the pandemic, the stakeholder and community sessions are intended to be offered via an online engagement platform. However, if circumstances change, the in-person approach can be readily activated.

Business and Residential Outreach (In-person TBC)

With the proper health measures and precautions (vaccinated, masked, sanitizers, etc.), the targeted outreach efforts may be possible to complete in-person as they will reflect normal business interactions currently available.

The project area will be divided into zones (for tracking) and the ENGAGE Team members will contact the business owners, operators, and residents via door-to-door engagement. The outreach efforts will be over two time periods to provide the best opportunity to reach as many stakeholders and residents as possible. During the door-to-door engagement, the ENGAGE Team
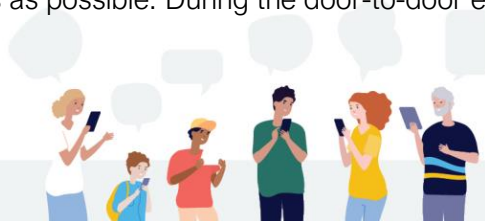
member will identify themselves, inquire about familiarity with the project, and answer any questions that they may have. A pass along card with brief survey info and web address/QR code will be provided. Each contact will be logged on a database checklist for future mapping of contact and responses where possible.

Online Engagement

The online session provides a traditional in-person engagement session look, feel, and function including welcome desk, replicated information panels and graphics, subject matter experts, presentations, and feedback.

Prior to the pandemic, online engagement was commonly used to complement in-person events to support, enhance, or extend the community engagement processes. The pandemic introduced an era of unprecedented online engagement efforts with broad community uptake as the world grappled with communication from visiting relatives, to work/school from home, to shopping and more! Recent experience has demonstrated that online engagement tools provide opportunities for individuals to participate in public decision-making and community life with and/or without face-to-face interactions.

Online engagement provides the opportunity to view the session materials at any time during the day and week, not just at the scheduled session time. This fosters a more in-depth understanding while also being able to provide more feedback than what is possible during the scheduled session. This approach has proven to include more individuals than just in-person alone.
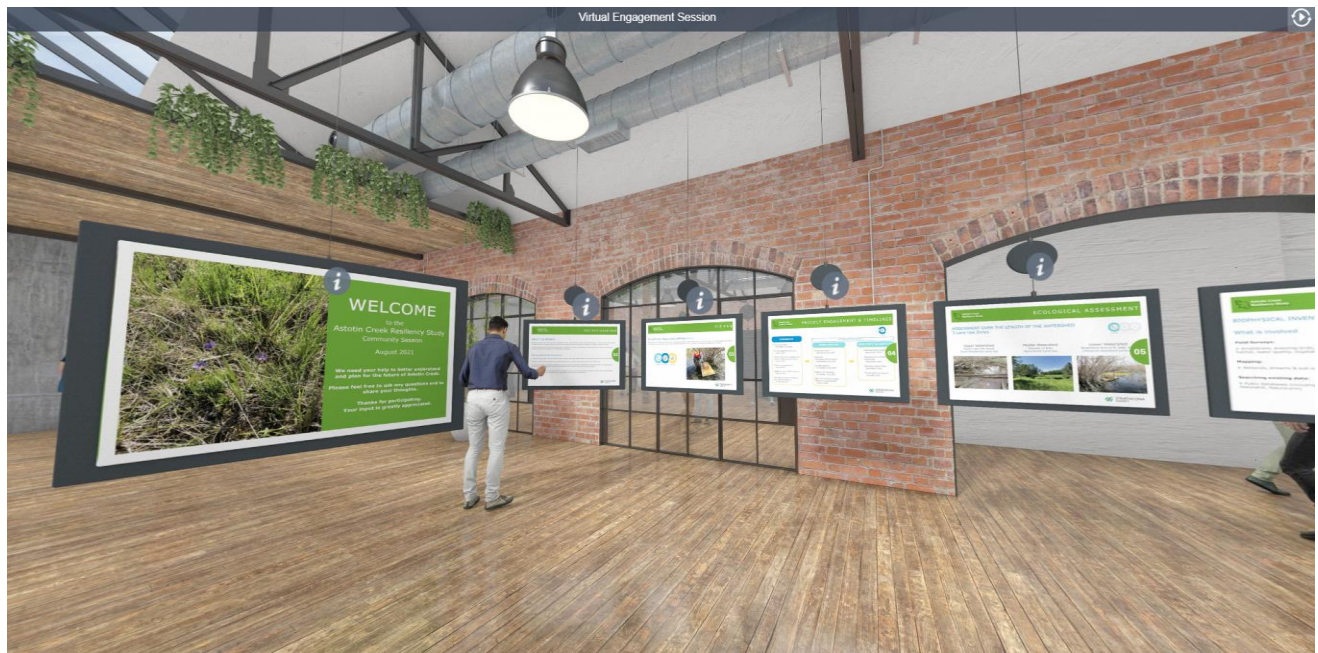
Stakeholder Engagement (Online)

While the project information is available online, 24/7, scheduled stakeholder and community sessions will be provided as noted below.

To provide the most meaningful and effective engagement, we recommend an iterative workshop approach. This will foster transparency while also ground truthing ideas as they emerge and providing local context to the challenges and opportunities. Using the same process and similar (if not identical) project information, we will meet with the community in the following iterative manner:

1. Internal stakeholders (mid-morning)
2. External Stakeholders (mid-day or afternoon)
3. Community members (late afternoon or early evening)

The stakeholder workshops will garner an opportunity for stakeholders to share perspectives alongside their peers and municipal counterparts. This will aid vantage points being heard and understood as well as relationship building. This approach will support building a common understanding of concerns, desires, and constraints. The sessions will be facilitated to provide that all voices are heard but none dominate. The ENGAGE Team will facilitate the workshops and they will be supported by the Technical Team so that technical questions, concerns, and suggestions are properly addressed. This approach fosters an objectively facilitated experience for the participants. If the sessions are held online, we recommend recording them, so they are available for further review by all those interested in the community.

The engagement will start with an overview presentation of the project and then followed by issues, options, concepts, and other technical information (e.g. accessibility, diversity, economic considerations, etc.) will be provided for feedback. Appropriate tools (card storming, Menti, etc.) will provide visual capture of comments in real time as well as survey/polling (where applicable). Each presentation will finish with the lead facilitator posing key questions for discussion. Subject matter experts or representatives from the client will be in the "room" as resources to the participants. The host will facilitate the discussions, and at the end of each discussion, the feedback will be collected and later posted for all to be able to review. The feedback from each session will be collected, transcribed, and organized by discussion for an initial submission to the client and as the basis of the later in-depth analysis and summary reporting.

The Stakeholder sessions outcomes will form the basis for the following community session to follow as soon as appropriate (same day or week). Specific to project goals, all engagement efforts and audiences will be engaged in priorities for public realm enhancements; however only identified stakeholders will be engaged on site specific design issues. In addition to stakeholder workshops, more targeted focus groups will also be considered to provide the awareness, opportunities, and strategic precision to support the technical work

Community Session (aka Community Open House)

The community session is often best to follow, as soon as appropriate (same day or week) the internal and external stakeholder workshops, typically in the late afternoon to early evening (i.e. 4 pm to 7 pm) and is designed for the community at large. The outcomes of the stakeholder discussions will be made available for their subsequent review, sharing of stakeholder perspectives,

pre-answered common questions, and general contemporary information. The community will then be able to provide their own perspective for the project team's consideration.

As the community builds on the prior workshop outcomes, themes and commonalities will become more apparent as well as providing transparency to all involved. When specific recommendations move forward, or are not advanced, the perspectives will be open for all to review.

We offer a personal and guided session format. Participants will be given an opportunity to subscribe to the project Engage! site before moving to the presentation. The host will guide the participants through each display station, answer questions, provide additional information, and record community input. Where necessary, ENGAGE Team hosts will involve subject matter experts/client. This will allow participants the opportunities to have their more technical or detailed questions addressed.

At the end of each session, a short debrief will be used to identify key themes that were raised. The transcriptions and captured comments will be submitted to the client as an initial "What Was Said" summary record. The initial reporting will include raw capture of community and stakeholder feedback (e.g. mapping comments, and host notes).

Focus Groups

Often the typical stakeholder and community sessions do not meet the needs of our marginalized and vulnerable community members and a more mindful approach is required. The targeted "focus" will provide a meaningful opportunity to work with these key community members. These sessions are specifically tailored to the needs of the group and may vary in their approach. Leveraging our strategic relationships with community leaders the sessions, outreach, information, etc. will be provided to best meet their circumstances

Online Questionnaire

Supporting and complementing the online and in-person engagement efforts will be an engaging and effective online questionnaire for the stakeholders and general public's consumption using the City's Engage! site and MetroQuest for wide distribution. The questions will directly feed into the technical design considerations.

The questionnaire will be a fast, fun, as well as in an interactive format with various customizable activities. Users will get to set their priorities, identify important locations in a map marking activity, budget exercises, and even choose between tradeoffs or preferences using visual comparisons. The questionnaire may use images, maps, coins, star ranking and more to keep users engaged until the end. The questionnaire is intended to be brief which results in higher response rates from participants.

Virtual data collection also simplifies the data analysis and reporting process. The questionnaire will collect and organize all responses into graphs and charts, as well as providing excel sheets of every response. Additional questions to ascertain participant perspectives, representative voices, as well as location and demographics is available. The questionnaire will provide a robust opportunity for the community to review, learn more about, and provide feedback regarding the project and its key topical areas.

3.3 Risks

Risk	Description	Mitigation
Timing of engagement	Variety of stakeholders and community members need to engage when they are available.	Build upon prior learnings and best practices from the city. Potentially inquire with the stakeholders when and how they would like to be engaged
Internet access	Will opportunities provided via the internet be sufficient? Will they need to be scaled back to limit impact on broadband availability? Will they need to be supplemented by traditional methods?	Understand the weak/low spots for internet access Work with community to confirm effective approaches
COVID -19 impacts	Reflecting provincial and local health restrictions, while providing equitable opportunities for the community to participate Mindfully not contributing to "Zoom" fatigue, provide engaging and interactive sessions	Adhere to provincial and local health restrictions Consider community sensitivities to going back to "normal" Mindfully plan events (frequency, duration, components, etc.)
Cost of not doing it right	Creating distrust in process, City Administration, and local politicians	Clearly communicate the process, what is on the table and what Is not, be transparent Demonstrate a commitment to the outcomes Reflect the City's PE Policy and supporting documents
Project/engagement expectations	Community misunderstands how their input will be considered and what	Clearly communicate project/engagement expectations

Risk	Description	Mitigation
	decisions their input will have influence on	
Community Relationships	The success of the project and its implementation will largely be determined by the strength of the relationships between the City and the stakeholders.	Design, facilitate, and summarize all engagement efforts with building and enhancing relationships as a key consideration/goal

3.4 Confirm Evaluation Criteria

Determine what should be evaluated and consider only evaluating what there is flexibility to recalibrate. Some considerations may be:

Quantitative: # of responses, views, comments, % increase in views, DEI targets, etc.

Qualitative: Common and sample questions asked by the City of Saskatoon and ranked via a Likert Scale include:

- This was a valuable use of my time and energy.
- It was easy for me to participate in the process.
- The information was clear and understandable.
- I understood what was expected of me as a participant.
- The facilitator kept us engaged and focused.
- All participants were given the opportunity to contribute.
- I believe that my voice mattered in this conversation
- I understand how my input will be used.
- I will likely accept the outcome of this process, regardless of what decision is made.

IMPLEMENTATION

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4.0 IMPLEMENTATION

4.1 Engagement Schedule

The following provides a proposed schedule for the engagement efforts. Comprehensive details for the engagement efforts have been provided in 3.0 Process Design.

Engagement opportunity	IAP2 Spectrum of Public Participation	Engagement Technique	Discussion Topic(s)	Target Audience	Communication strategies	Responsibilities	Reporting	Timing	Deliverables
PHASE 1 **3.1 Engagement Strategy**	N/A	N/A	Master strategy for engagement and communications efforts for project	City Project Team	N/A	ENGAGE Team prepare City review and contribute to key areas	N/A	Dec 2021	Engagement Strategy
3.2 Stakeholder Mapping & Analysis	N/A	N/A	Build on existing list, review through D,E, & I lens	City Project Team	N/A	ENGAGE Team prepare City review and contribute to key areas	N/A	Dec 2021	Stakeholder Map and Analysis
3.3 Develop Phase 1 Engagement Materials	Inform	Graphics & Communications	Highly visual & welcoming, materials to support Ph1 Engagement efforts	Community	Various	ENGAGE Team prepare City review, contribute to key areas, and approve	N/A	Feb 2022	Engage! page content Outreach materials Session materials Reporting documents
3.4 Business & Residential Outreach	Consult	Direct Outreach	Project & engagement opportunities awareness Refine current public realm & cycling facilities conceptual designs Selection of 3rd Ave cycling facility	Targeted businesses and adjacent residential	In-person door to door outreach Or (TBC) Targeted mailout	ENGAGE Team prepare City review ENGAGE Team facilitate City process targeted mailout	Contribute results to: WWS Record WWH Brief	Mar-Apr 2022	Door to door (D2D) outreach completed and recorded
3.5 Online Questionnaire	Consult	Online questionnaire	Identifying priorities & concerns Provide project education	Stakeholders Community (public)	Engage! Site & MetroQuest Email stakeholder contacts	ENGAGE Team prepare content City review & publish	Contribute results to: WWS Record WWH Brief	Apr 2022	Questionnaire materials Questionnaire reporting
3.6 Stakeholder Workshops & Focus Groups (Internal & External)	Consult	Facilitated sessions (online transferrable)	Refine current conceptual designs Selection of 3rd Ave cycling facility	Internal Stakeholders External Stakeholders Marginalized & Vulnerable Community Members	Engage! site (target Stakeholders) Email stakeholder contacts Community leaders/representatives	ENGAGE Team prepare content City review, advertise, & solicit participation ENGAGE Team facilitate, City support	Contribute results to: WWS Record WWH Brief What We Did (WWD) Summary	Apr 2022	Session materials & presentation Session facilitation Evaluation materials & summary Session reporting

3.7 Community Session	Consult	Facilitated sessions (online transferrable)	Refine current conceptual designs Selection of 3rd Ave cycling facility	Community members (Stakeholders also invited)	Engage! site Email stakeholder contacts Optional: - Road signs, - community mail out	ENGAGE Team prepare content City review, advertise, & solicit participation ENGAGE Team facilitate, City support	Contribute results to: WWS Record WWH Brief WWD Summary	Apr 2022	Session materials & presentation Session facilitation Evaluation materials & summary Session reporting
3.8 Engagement Evaluation & Reporting	Inform	N/A	Distribution of Phase 1 WWH Brief & WWD Report Back	Internal/External Stakeholders Community Members	Engage! site Email	ENGAGE Team prepare City review City Publish	Finalize Phase 1: WWS Record WWH Brief WWD Summary	Apr or May 2022	WWS Record WWH Brief What We Did (WWD) Report Back
PHASE 2 **5.1 Develop Phase 2 Engagement Materials**	Inform	Graphics & Communications	Highly visual & welcoming, materials to support Ph1 Engagement efforts	Community	Various	ENGAGE Team prepare City review, contribute to key areas, and approve	N/A	Jun-Jul 2022	Web page content Outreach materials Session materials Reporting documents
5.2 Stakeholder workshops (Internal & External)	Consult	Facilitated sessions (online transferrable)	Refine current public realm & cycling facilities conceptual designs Selection of 3rd Ave cycling facility	Internal Stakeholders External Stakeholders	Engage! site (target Stakeholders) Email stakeholder contacts	ENGAGE Team prepare content City review, advertise, & solicit participation ENGAGE Team facilitate, City support	Contribute results to: WWS Record WWH Brief WWD Summary	Sept 2022	Session materials Session facilitation Evaluation materials & summary Session reporting
5.3 Community Session	Consult	Facilitated sessions (online transferrable)	Refine current public realm & cycling facilities conceptual designs Selection of 3rd Ave cycling facility	Community members (Stakeholders also invited)	Engage! site Email stakeholder contacts Optional: - Road signs, - community mail out	ENGAGE Team prepare content City review, advertise, & solicit participation ENGAGE Team facilitate, City support	Contribute results to: WWS Record WWH Brief WWD Summary	Sept 2022	Session materials Session facilitation Evaluation materials & summary Session reporting
5.4 Engagement Evaluation & Reporting	Inform	N/A	Distribution of final WWH Brief & WWD Report Back	Internal/External Stakeholders Community Members	Engage! site Email	ENGAGE Team prepare City review City Publish	Finalize Engagement Reporting: WWS Record WWH Brief WWD Summary	Sept 2022	Final Engagement Report

REVIEW

5

5.0 REVIEW

A key piece to any engagement efforts is the reporting back, especially to the community members we have engaged with. The ENGAGE Team will report back to the community with the following intent and format:

- What Was Said (WWS) Record – The WWS Record will account for the process to solicit the input and will include the raw verbatim input received. The WWS summary is an accounting of all that was provided to us from the community and will be in compliance with FOIP and other applicable privacy policies. Input will be themed, but not altered. This summary accurately and transparently reflects the comments provided.

- What We Heard (WWH) Brief – This form of summary is common in public engagement approaches. It will detail the engagement approaches implemented as well as theme, and appropriately condense the raw input (WWS). The outcomes of this summary will be in a format more similar to key considerations and/or principles. This summary will also provide a record of all promotions and communications, attendance numbers and details of events, as well as a summary of findings and results.

- What We Did (WWD) Summary – Too often engagement efforts fall short of reporting back to the affected community just how their input was considered and how it did, or did not, influence the final decisions and design. This is a key component to providing a transparent process. The WWD summary will close the loop on the input provided, demonstrating how it was used and why it was used the way it was. It will also detail how the project and/or engagement process may have been adjusted in response to emerging issues. Although the community members may not agree with the project's final outcomes, this summary aids in the building and maintaining of trust as their voices are heard and education provided as to why the project determined what it did.

EVALUATION

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6.0 EVALUATION

6.1 Engagement Evaluation

Regardless of the best laid plans, circumstances change, additional information and perspectives are discovered, and the project's needs may need to be adjusted. The purpose of engagement is not to design and hold to a process, but to foster meaningful engagement outcomes for effective decision making. As such, it is imperative to regularly and consistently evaluate the engagement process to recalibrate to achieve this end goal. Sometimes this is between project phases and/or sometimes in the middle of an event.

Participant Evaluation

In a genuine effort to provide transparency and to engage the community in the most appropriate way for them, it is important to garner the community's feedback on how the current engagement efforts are succeeding, or not, what is working well, and what should be improved. For each engagement event a Participant Evaluation questionnaire will be provided. Attention will be focused on providing non-leading, un-biased, and project relevant questions. The Likert scale of 1 through 5 is a recommended tool for understanding the level of agreement on the questions posed, along with a concluding open-ended question for general feedback.

Event Debrief

Similar to the purpose of the participant evaluation, the Event Debrief is designed to obtain feedback from the project team (client and consultant) and ENGAGE Team members to aid in the further design and refinement of subsequent events. It may not be limited to this project. This tool focuses on the more administrative and logistical aspects of the event, as well as other considerations. The Event Debrief should, as a bare minimum, consist of a team "huddle" immediately after the event is closed to the public. The Event Debrief form will document the team huddle discussion as well as provide an additional opportunity to share views and perspectives. The feedback collected will inform future event design and engagement direction.

7.0 DECISIONS

7.1 Community Influence

Throughout the course of the project and upon its conclusion, the decisions made will be documented. This may consist of more than the Final Concept and supporting recommendations.

Building on the What We Did Summary, the most critical report to the community explains how their input was considered and how it did, or did not, influence the final decisions and design. This is a key component to a transparent process and fostering a relationship of trust with the community. The City has committed to meaningfully engage the community and to be transparent in how their voices were considered throughout the project. Although the community members may not agree with the project's final outcomes, we are committed to building and maintaining their trust by clearly demonstrating their voices were heard and how that information was used.

7.2 What Decisions Were Made and Outcomes Generated

The main deliverable of this project will be the recommended design, but additional deliverables will include the following:

- Engagement and Communications Strategy (CES)
- Community and Stakeholder Engagement efforts
- Community Engagement summaries:
  - What Was Said (WWS) Record
  - What We Heard (WWH) Brief
  - What We Did (WWD) Summary

These deliverables will be completed according to the schedule, and through project management and communication strategies outlined.