

APPENDIX A: TERMS OF REFERENCE

COMMUNITY ENGAGEMENT TASK FORCE

MANDATE

The mandate of the Community Engagement Task Force is to research, review and assess the work already undertaken and engage the public. The Task Force is then to work collaboratively with Civic Administration to develop and recommend to Council a policy on community engagement.

SCOPE

“Community engagement” is a process of working collaboratively with people to create a better community. This includes processes such as public participation meetings, dialogue with a local Councillor, written and verbal communication with residents, townhall meetings, surveys, focus groups or making a presentation to Council.

The Community Engagement Task Force shall focus on engagement as it relates to public information and participation, dialogue, communication, consultation and input. These processes must be inclusive of activities undertaken by the Mayor and Councillors as well as Civic Administration. A number of legislative and regulatory policies and processes will also be included in this work and may be impacted by the final policy that will be brought to Council for approval.

TERM OF OFFICE

The Community Engagement Task Force shall start in May 2011 and will finish on submission of its final report to the Finance and Administration Committee, which shall occur no later than January 31, 2012.

QUALIFICATIONS

Citizen-at-large members must have a desire to enhance citizen engagement in municipal government and must be available to attend a majority of meetings set out in the timeline below. The Task Force must reflect the diversity of our community and include a range of people reflective of geography, age, gender, race, profession and interest.

MEMBERSHIP PROCESS

Following a widespread public advertising and awareness campaign to recruit members, all eligible applicants shall be accepted, with no maximum on the size of the membership. Civic Administration will ensure that there is at least one member who represents each of the planning districts. The Task Force will be lead by an independent third party facilitator and operate on a consensus-based decision-making model.

MEETINGS:

Meetings shall be called by the Civic Administration Lead in consultation with the Task Force Secretary. At least one full day Saturday meeting is planned for the initial kick-off meeting, with further meetings to be held in the evenings.

DUTIES:

The Community Engagement Task Force shall report to the Municipal Council through the Committee of the Whole. Task Force members shall work at all times using the principles of engagement: openness, transparency, inclusivity and collaboration.

The Task Force shall be responsible for the following:

- a) Research and review current public notification/engagement processes used by the City of London.
- b) Research and review best practices and learnings from other municipalities and jurisdictions.
- c) Develop a proposed community engagement framework, including a common definition of engagement, building on current strengths and best practices, based on the reviews undertaken in (a) and (b).
- d) Develop a plan to seek input with respect to the proposed framework from the broader community in London.
- e) Review and revise the proposed community engagement framework based on community dialogue and input.
- f) Finalize report and recommend to Council a Community Engagement Policy.

VACANCIES:

The same procedure is followed as for the initial appointment of members to the Community Engagement Task Force.

DRAFT TIMELINE:

Month/meeting	Time Commitment	Assignment
May/meeting #1	All day Saturday	Steps (a) and (b) of workplan above
June/meetings #2 and #3	2 evening meetings	Review and begin drafting framework (step (c)).
September/meeting #4	1 evening meeting	Finalize framework; develop community engagement plan
October/meeting #5 and #6	2 evening meetings likely	Carry out community engagement plan
November	1 afternoon meeting	Provide an interim report and engage Council through Committee of the Whole
November/meeting #7	1 evening meeting	Review results from engagement plan and revise framework
December/meeting #8	1 evening meeting	Finalize report to Council
January/meeting #9	1 evening meeting	Administration presents report to Council

REMUNERATION:

No remuneration is paid to the Citizen Engagement Task Force members.

CIVIC ADMINISTRATION LEAD:

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TASK FORCE SECRETARY:

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APPENDIX B: SUMMARY OF ACTIVITIES

COMMUNITY ENGAGEMENT WORKING GROUP

A working group of staff representing all City departments has been meeting regularly since April 2010. The working group has undertaken the following activities:

1. Scope – discussion and decision on what engagement is and is not
2. Definitions – discussion and decisions on language and terminology
3. Environmental Scan – other jurisdictions and academic research
4. Environmental Scan – current policies and practices
5. Internal consultation – employee survey
6. Internal education – managers' sessions

1. Scope

Community engagement is the umbrella term that includes different processes:

- a. Public participation
- b. Stakeholder consultation
- c. Citizen involvement
- d. Engagement

While interaction may start with a phone call or a walk-in to a public building and entail the provision of a simple customer service transaction, it may or may not evolve into an engagement process that includes (a) through (d) above.

2. Definitions

Community Engagement is the preferred term, defined as follows: Our commitment to carry out an informed dialogue with the community to shape municipal decisions and actions.

The following terms were considered less inclusive than "community": citizens, public, stakeholders, neighbourhoods.

3. Environmental Scan – other cities and academic research

Other Jurisdictions

- City of Edmonton
- City of Guelph
- City of Vancouver
- City of Toronto
- City of Montreal
- City of Waterloo
- City of Calgary
- City of Hamilton
- Government of Scotland
- City of Halifax
- Government of New Brunswick
- City of Victoria

Academic Research

Arnstein, Sherry R. A Ladder of Citizen Participation. Accessed November 30, 2010 from: <http://lithgow-schmidt.dk/cherry-arnstein/ladder-of-citizen-participation.html>.

Cooper, Terry L.; Bryer, Thomas A.; Meek, Jack W. Public Administration Review. *Citizen-Centered Collaborative Public Management*. December 2006.

Lenihan, Don. Public Policy Forum. *Rethinking the Public Policy Process. A Public Engagement Framework*.

National Civic Review. *The New Laboratories of Democracy – Part Two: Beyond the Public Hearing*. Summer 2009.

Penz Sheluk, Judy. Municipal Monitor. *Going to the People – the power of citizen engagement and public consultation*. July/August 2010.

Plant, Thomas. Municipal World. *Breathing Life into Your Strategic Plan*. April 2010.

Sheedy, Amanda. Canadian Policy Research Networks. *Handbook on Citizen Engagement: Beyond Consultation*. March 2008.

Stout, Margaret. Public Administration and Management. *Climbing the Ladder of Participation: Establishing Local Policies for Participatory Practice*. Volume 15, Number 1, 46-97.

Yankelovich, Daniel; Furth, Isabella. National Civic Review. *Public Engagement in California – Escaping the Vicious Cycle*. Fall 2006.

4. Environmental Scan – Current Policies and Practices

As part of our work plan, departments were asked to document all engagement processes, procedures and practices. The complete inventory included a review of 31 processes or policies and included long-term legislative policies such as the development of the Official Plan to parks and recreational facility developments to environmental assessments.

The review found that staff often goes beyond the minimum legislative and/or regulatory requirements for many different projects. Best practices demonstrate an in-depth understanding of the different kind of engagement, the scope of the project, and the impact on citizens. Staff expressed the importance of being thoughtful, deliberate and flexible around notification and engagement methods. Depending on the kind of project, staff tailors the engagement method to the specific project and population they wish to engage. Staff also expressed concern around certain aspects of our engagement processes which are not working well.

Copies of the full inventory are available through the Corporate Communications Division.

5. Internal Consultation – Employee Survey

Over 300 employees responded to a survey conducted in August 2010. The survey results showed that a vast majority of staff feel that community engagement is a part of their job and have a strong commitment to it. As well, there are diverse opinions on how the term is understood and applied across the Corporation ranging from talking to a resident on the phone or at a counter, to holding a public participation meeting, to mail information sessions on the budget.

6. Internal Education – Managers' Sessions

Half day workshop facilitated by Don Lenihan, Public Policy Forum. *Public Engagement in a Multi-Stakeholder World*. Held July 13. Attended by 30 directors and general managers.

Full day workshop facilitated by Don Lenihan, Public Policy Forum. *The New Public Voice*. Attended by 27 directors and general managers.

Half day workshop facilitated by Don Lenihan, Public Policy Forum. *From Delivering Services to Engaging the Public*. Attended by 21 directors, managers and general managers.

Working Group Members

Elaine Gamble (Communications)
 Rob Paynter (Communications)
 Kate Graham (CAO)
 Lynne Livingstone (Community Services)
 Jay Stanford (EESD)
 Justin Lawrence (EESD)
 John Fleming (Planning)
 Gregg Barrett (Planning)
 Brian Turcotte (Planning)

Mark Henderson (CAO)
 Cathy Saunders (Clerks)
 Jim Pretty (TSD)
 Larry Palarchio (Finance)
 Ross Fair (resource) (Community Services)
 Rob Panzer (resource) (Planning)
 Pat McNally (resource) (EESD)
 Adam Brightling (MPA Student)