



City of Hamilton
MAYOR'S TASK FORCE ON TRANSPARENCY, ACCESS AND
ACCOUNTABILITY

REVISED

Meeting #: 24-007
Date: September 18, 2024
Time: 10:00 a.m.
Location: Room 264, 2nd Floor, City Hall (hybrid) (RM)
71 Main Street West

Loren Kolar, Legislative Coordinator (905) 546-2424 ext. 2604

1. APPROVAL OF AGENDA

(Added Items, if applicable, will be noted with *)

2. DECLARATIONS OF INTEREST

3. APPROVAL OF MINUTES OF PREVIOUS MEETING

3.1 August 14, 2024

4. COMMUNICATIONS

5. DELEGATION REQUESTS

6. DELEGATIONS

6.1 B. McHattie, respecting the identification of transparency issues with the City's land use planning process - WITHDRAWN

7. CONSENT ITEMS

8. STAFF PRESENTATIONS

9. DISCUSSION ITEMS

- 9.1 Mayor's Task Force on Transparency, Access and Accountability Project Progress Review (to be distributed)
- 9.2 Mayor's Task Force on Transparency, Access and Accountability Project Workplan Review
 - *a. Workplan
- 9.3 Mayor's Task Force on Transparency, Access and Accountability Focus Groups Approach Review
 - *a. Draft Survey Questions
 - *b. Focus Group Outline

10. MOTIONS

11. NOTICES OF MOTION

12. GENERAL INFORMATION / OTHER BUSINESS

13. PRIVATE AND CONFIDENTIAL

14. ADJOURNMENT



MAYOR'S TASK FORCE ON TRANSPARENCY, ACCESS AND ACCOUNTABILITY MINUTES 24-006

10:00 a.m.

Wednesday, August 14, 2024

Room 192, First Floor

Hamilton City Hall

71 Main Street West

Present: J. Santucci (Co-Chair), M. Stewart (Co-Chair), M. Verhovsek (virtual) and T. Wingfield

Also Present: W. Baker, Stakeholder Relations and Strategic Initiatives Specialist, Office of the Mayor
R. Banky, Project Manager - Community Inclusion and Equity
G. Baxter, Consultant, Public Affairs, Enterprise Canada
L. Kolar, Legislative Coordinator
K. Martin, Hamilton Social Planning Research Council
K. Reid, Director, Public Relations, Enterprise Canada
S. Salamone, Legislative Assistant
J. Shea, Director, Public Affairs, Enterprise Canada
G. Tedesco, Senior Project Manager - Community Engagement

THE FOLLOWING ITEMS WERE REFERRED TO GENERAL ISSUES COMMITTEE FOR CONSIDERATION:

1. Public Engagement Update (Added Item 9.1)

(Wingfield/Verhovsek)

That the following items be approved:

- (i) MTFTAA Communication respecting public engagement opportunities (Added Item 9.1(a))
- (ii) MTFTAA Interested parties engagement plan (Added Item 9.1(b))
- (iii) MTFTAA Public survey (Added Item 9.1(c))

- (iv) MTFTAA Project Workplan (Added Item 9.1(d))

CARRIED

FOR INFORMATION:

Joanne Santucci, Co-Chair, called the meeting to order. A land acknowledgement was read into the record.

(a) APPROVAL OF AGENDA (Item 1)

The Committee Clerk advised the Task Force of the following changes to the agenda:

9. DISCUSSION ITEMS

9.1 Public Engagement Update

- a. MTFTAA Communication respecting public engagement opportunities
- b. MTFTAA Interested parties engagement plan
- c. MTFTAA Public survey
- d. MTFTAA Project Workplan

(Verhovsek/Wingfield)

That the agenda for the August 14, 2024 Mayor's Task Force on Transparency, Access and Accountability meeting be approved, as amended.

CARRIED

(b) DECLARATIONS OF INTEREST (Item 2)

There were no Declarations of Interest.

(c) MINUTES OF THE PREVIOUS (Item 3)

(i) July 16, 2024 (Item 3.1)

(Wingfield/Stewart)

That the Minutes of July 16, 2024 meeting of the Mayor's Task Force on Transparency, Access and Accountability, be approved, as presented.

CARRIED

(d) DELEGATION REQUEST (Item 7)

- (i) B. McHattie, respecting the identification of transparency issues with the City's land use planning process (In-person) (for a future meeting)

(Verhovsek/Wingfield)

That the Delegation Request from B. McHattie, respecting the identification of transparency issues with the City's land use planning process, be approved, for a future meeting.

CARRIED

(e) ADJOURNMENT (Item 14)

(Santucci/Wingfield)

There being no further business, the Mayor's Task Force on Transparency, Access and Accountability be adjourned at 12:02 p.m.

CARRIED

Respectfully submitted,

Joanne Santucci, Co-Chair
Mayor's Task Force on Transparency,
Access and Accountability

Mark John Stewart, Co-Chair
Mayor's Task Force on Transparency,
Access and Accountability

Loren Kolar
Legislative Coordinator
Office of the City Clerk

CoH MTFTAA: Project Work Plan**Updated: September 18, 2024**

Note: This project work plan is updated monthly. *Following the August 14, 2024 task force meeting and subsequent delivery of past consultative information from the City of Hamilton, the work plan received a significant update to allow for a more streamlined consultative process that is largely outcome based.*

Timeline	Activities
<p>Weeks of September 9+16, 2024</p>	<ul style="list-style-type: none"> · Refine and approve core questions for Online Survey · Refine and approve discussion guides · Publicly launch consultation via news release (Interviews, Focus Groups, Delegations, Emails and Written Correspondence) and provide notice of upcoming Engage Hamilton Survey · Begin outreach to schedule one-on-one interviews · Begin outreach to coordinate with identified institutional partners and community organizations for potential focus groups · Public delegations to the MTFTAA on September 18th · Outreach and work to underrepresented groups · SPRC begins outreach week of Sept 16th to community organizations serving equity deserving groups
<p>Weeks of September 23+30, 2024</p>	<ul style="list-style-type: none"> · Begin process for consultations with identified institutional partners and community organizations through potential focus groups · Begin one-on-one interviews with Elected Officials and City Staff · Continue one-on-one interviews · Liaise with relevant partners and stakeholders to ensure there are no gaps in outreach to community members and organizations · Analyze early results to determine if there are key themes and recommendations emerging that could be reflected in public survey · Publish Engage Hamilton Survey and City Staff Survey by October 1st · Continue engagements and encourage participation through ongoing consultative channels
<p>Weeks of October 7+14, 2024</p>	<ul style="list-style-type: none"> · Continue one-on-one interviews · Identify any outstanding gaps of information or engaged audiences and determine if changes to work plan are necessary · Work to promote consultation and public channels to ensure robust engagement

	<ul style="list-style-type: none"> · Initial review of collected information through the various consultative channels (Week of October 14th) · SPRC focus groups to occur between October 1- 25th.
<p style="text-align: center;">Weeks of October 21+28, 2024</p>	<ul style="list-style-type: none"> · Continue one-on-one interviews · Liaise with relevant partners and stakeholders to ensure there are no gaps in the initial data and that clear recommendations to council are beginning to be identified · Close public and City Staff surveys week of Oct. 28 · Compile remaining engagement data and analyze results from interviews · Internal meetings to discuss central themes and recommendations based on consultative process · Incorporate final internal feedback and begin draft report for review · Close consultations and engagements Week of October 28 · Synthesize and consolidate findings from all engagements · SPRC analysis and report on equity deserving findings October 28 – Nov 8th
<p style="text-align: center;">November 2024</p>	<ul style="list-style-type: none"> · Begin feedback process with Task Force and SPRC Hamilton · Draft report (summary of findings) submitted to Task Force · Task Force, Enterprise Canada and SPRC meeting to finalize recommendations · Edits and revisions to draft report
<p style="text-align: center;">December 2024</p>	<ul style="list-style-type: none"> · Finalize draft report for submission to City Council · Prepare any related communication materials · Ensure all relevant information and assets are provided to Task Force · Continued support and potential presentation to City Council and/or Task Force

CoH MTFTAA DRAFT Survey Questions (Sep 18 2024)

FOR REFERENCE: Past Polling

The following are items of past polling that could be utilized to frame the online engagement and focus groups.

Topic areas where most respondents reported that they would like to receive information on from the City of Hamilton includes:

- “updates on what the City of Hamilton is doing or planning to do and the impacts in the community” (77%),
- “City of Hamilton service changes and updates, resident safety tips and reminders” (53%)
- “opportunities to share ideas and feedback for City of Hamilton programs and initiatives” (51%). **(Our City Survey 2022 - Online)**

Perception of Resident Engagement by the City suggests that 46% of respondents disagree/strongly disagree that the City of Hamilton engages residents in the decision-making process for City programs, services, and initiative. **(Our City Survey 2022 – Community Engagements)**

49% of the respondents disagree that the City of Hamilton uses input from residents in decision-making about City programs, services, and initiative. **(Our City Survey 2022 – Community Engagements)**

Close to one third (30%) of respondents have visited the City of Hamilton’s online engagement platform. Most respondents (58%) have not heard about or visited the site. **(Our City Survey 2022 – Community Engagements)**

The following are the services most often rated as good, very good or excellent:

- Libraries and Bookmobiles 89% • Fire Department 87%
- Drinking Water 80% • Paramedic Services 77%
- Parks and Open Space 74% **(Our City Survey 2022 - Online)**

The following are the services most often rated as poor:

- Community Housing 69% • Social Services 54%
- Roads and Sidewalks 47%
- Traffic Flow and Roadway Safety 40%
- Building Permits 40% **(Our City Survey 2022 - Online)**

Do you feel that the City of Hamilton engages residents in the decision-making process? 66.5% NO (RPP Survey)

Do you feel the City of Hamilton uses input from residents in the decision-making process? 68.9% NO (RPP Survey)

Barriers to engagement (RPP Survey)

- 45% I DID NOT KNOW ABOUT THE ACTIVITY/EVENT
- 38% THE DATE AND TIME OF THE ACTIVITY/EVENT WAS NOT CONVENIENT
- 38% I DID NOT HAVE ENOUGH NOTICE ABOUT THE ACTIVITY/EVENT TO PARTICIPATE
- 34% I DID NOT FEEL MY FEEDBACK WOULD MAKE A DIFFERENCE

CoH MTFTAA DRAFT Survey Questions (Sep 18 2024)

Note: Survey preamble to be finalized. City of Hamilton staff supporting Engage Hamilton will be engaged to host survey online, and communications support from the City of Hamilton will be engaged to promote the survey and other methods of engagement.

Interacting with the City

The following questions help us understand how you interact with and are impacted by the City. This helps us better understand your feedback and thoughts.

1. How frequently do you interact with the City of Hamilton (e.g., accessing services, using recreational programs, attending meetings, submitting feedback, participating in consultations,)?
 - a) Very frequently
 - b) Frequently
 - c) Occasionally
 - d) Rarely
 - e) Never

2. How do you usually share your thoughts with the City? (Select all that apply)
 - a) In-person
 - b) City of Hamilton websites
 - c) Social media
 - d) Email
 - e) Phone
 - f) Mail
 - g) Other (please specify)

3. How do you hear about the City's activities and decisions? (Select all that apply)
 - a) City website
 - b) Friends and Family, Co-workers
 - c) Social media
 - d) Local news
 - e) Public meetings
 - f) Community Groups, including neighbourhood associations
 - g) Official reports
 - h) Cultural organizations
 - i) Other (please specify)

4. Based on the answers provided above, could you provide additional detail on what reasons you do/do not contact or interact with the City of Hamilton?

How is the city doing

The following questions help us understand your current level of trust towards the City and what issues are impacting that level of trust

5. How would you rate the current level of trust between the City of Hamilton and its residents?
- a) Very high
 - b) High
 - c) Neutral
 - d) Low
 - e) Very low
6. What factors contribute most to your level of trust in the City of Hamilton? (Please choose your top three)
- a) Transparency
 - b) Accountability
 - c) Responsiveness
 - d) Communication
 - e) Integrity
 - f) Past experiences
 - g) Other (please specify)
7. How accessible are City staff and officials when you need to share a concern, give feedback, or attempt to access City services?
- a) Very accessible
 - b) Accessible
 - c) Neutral
 - d) Inaccessible
 - e) Very inaccessible
 - f) Not Applicable
8. How transparent do you believe the City of Hamilton is in its decision-making processes or when responding to issues in the City?
- a) Very transparent
 - b) Somewhat transparent
 - c) Neutral
 - d) Not transparent enough
 - e) Not at all transparent

9. How would you improve the way the City handles and communicates about its errors or mistakes?

- Open-ended

10. What information do you find the hardest to access about the city

- a) City Council decisions
- b) Neighbourhood and planning changes
- c) Daily operational services
- d) City events
- e) Opportunities for feedback

11. What would help you better understand the City's activities and decisions?

- Open-ended

What can the City do to improve your trust and confidence

The following questions will help us better understand what changes our task force should be recommending to council to improve your trust and confidence in the City.

12. What specific areas do you feel the City needs to improve in terms of being accountable to residents?

- a) Responsiveness to complaints
- b) Timeliness of services
- c) Quality of service delivery
- d) Clear communication of decisions
- e) Clear communication around emerging issues
- f) More resident engagement for municipal elections
- g) Other (please specify)

13. Which City of Hamilton activities or decisions would you like more information on?

- a) City spending
- b) Infrastructure and construction
- c) Public safety
- d) Environmental initiatives
- e) Social services and community supports
- f) How the city uses land and decides zoning
- g) Housing and Homelessness
- h) Other (please specify)
- i) None

14. In previous engagements we have heard support for a variety of solutions to improve trust and accountability with residents. Which methods or tools do you feel would improve your confidence in the City? (Select all that apply)
- a) A Real-Time dashboard to track City Initiatives
 - b) Support ticket tracking system to improve accountability and response times
 - c) Increased public communication around decisions or issues
 - d) Improvements to make City Council meetings accessible and understandable to the public
 - e) Increased communication on City decisions and its impact to local communities
 - f) Citizens Advisory Panels for ongoing feedback
 - g) Other (please specify)

15. What additional changes could the City make to improve its accountability to the community, be more responsive to your concerns and build trust with residents?

- Open-ended

16. Is there anything the City is currently doing well that you want to highlight?

- Open-ended

Other

17. Is there anything else you would like to share?

- Open-ended

18. We want to better understand how survey respondents reflect demographics across the city. This will assist in helping to give guidance to the City of Hamilton that relates uniquely to needs, interests, and perspectives of different demographics. Would you please tell us: ***** note these questions may be refined based on City of Hamilton standards. *****
- A) Your age: _____
 - B) Your gender: _____
 - C) The first three digits of your postal code: _____
 - D) Do you self-identify with any of the following identities? Indigenous, LGBT2QIA+, racialized, immigrant newcomer, person with a disability?
 - Yes
 - No
 - Prefer Not to Say
19. There will be further opportunities to provide ideas and share your thoughts on how the City could improve its trust and accountability for both individuals and organizations. Would you like to be contacted about future opportunities? (eg Public Delegations, Focus groups)
- a) Yes
 - b) No
20. If you answered yes to the previous question, please provide us with contact information to follow-up, including organizational details if applicable
- a) Open ended

City of Hamilton MTFTAA Focus Groups Outline

September 18, 2024

PURPOSE

This document outlines a draft version of the proposed themes for focus groups as part of the Mayor's Task Force on Transparency, Access, and Accountability consultation process. These themes aim to capture a wide range of community perspectives and focus on issues central to the Task Force's mandate. These focus groups will play a pivotal role in generating meaningful insights that will inform the recommendations presented to City Council. Task Force feedback will be essential in finalizing the focus group themes to ensure they comprehensively address the needs and concerns of Hamilton's diverse communities.

ENTERPRISE-LED FOCUS GROUPS

1. Social Services and Community Support

- Explore how social service providers and community organizations can work with the City to improve access to services
- **Potential Participants:** Wesley Urban Ministries, YWCA Hamilton, Good Shepherd Centre, Hamilton Urban Core Community Health Centre, Hamilton Community Legal Clinic, housing advocates
- **Focus Areas:** Access to services, barriers for marginalized communities, collaboration between the City and social service organizations.

2. Business and Economic Development

- **Objective:** Discuss strategies for fostering economic growth, supporting local businesses, and balancing economic development with community needs.
- **Potential Participants:** **Hamilton Chamber of Commerce, Business Improvement Areas (BIAs)**, developers, economic development agencies.
- **Focus Areas:** Economic development, business support, public-private partnerships, transparency in zoning and planning decisions.

4. Facilities and Urban Planning

- **Objective:** Focus on issues related to city development, public facilities, transportation infrastructure, and urban planning, ensuring the City's policies are transparent, accessible, and inclusive of various community needs.
- **Potential Participants:** Hamilton Cycling Committee, Transportation for Liveable Communities, Sport Hamilton, Hamilton Conservation Authority, Recreational Facility Users, neighborhood associations, BIA (Business Improvement Areas) representatives, city planners, and developers.
- **Focus Areas:** Public spaces (parks, recreation centers, sports facilities, transportation infrastructure (bike lanes, transit, pedestrian areas), transparency in planning decisions.

5. Health and Public Safety

- **Objective:** Delve into transparency and accountability in public health services and community safety measures
- **Potential Participants:** Hamilton Police Services, public health representatives, paramedics, neighborhood associations.
- **Focus Areas:** Public safety, transparency in policing and health services, accountability in service delivery, emergency preparedness.

7. Education and Youth Engagement

- **Objective:** Discuss how the City can better engage youth and educational institutions in civic processes, and encourage young people to participate in governance.
- **Potential Participants:** Mohawk College, McMaster University, student unions, youth organizations, mentorship programs.
- **Focus Areas:** Youth participation in city governance, educational partnerships, creating opportunities for young people to influence local policies.

SPRC HAMILTON - LED FOCUS GROUPS

8. Indigenous Communities

- **Objective:** Engage local Indigenous communities in Hamilton to explore how the City can improve collaboration and ensure transparent, accountable, and culturally respectful services and programs.
- **Potential Participants:** Aboriginal Health Centre, Niagara Peninsula Aboriginal Area Management Board (NPAAMB), Hamilton Regional Indian Centre, Indigenous elders

9. Equity-Deserving Community Members – Virtual Meeting

- **Objective:** Provide a virtual platform for equity-deserving groups to discuss challenges and barriers in accessing City services and engaging in civic processes
- **Potential Participants:** Hamilton Centre for Civic Inclusion, Empowerment Squared, Hamilton Immigration Partnership Council, YWCA Hamilton, Good Shepherd Centre, racialized communities, newcomers, individuals with disabilities.

9. Equity-Deserving Community Members – In-Person Meeting

- **Objective:** Provide a virtual platform for equity-deserving groups to discuss challenges and barriers in accessing City services and engaging in civic processes
- **Potential Participants:** Hamilton Centre for Civic Inclusion, Empowerment Squared, Hamilton Immigration Partnership Council, YWCA Hamilton, Good Shepherd Centre, racialized communities, newcomers, individuals with disabilities.

