

## **Aug 14, 2024 DRAFT - City of Hamilton MTFTAA** **Communication about public engagement opportunities**

This (draft) communication is intended, once finalized, to serve as the core communication for public engagement that will provide input to the MTFTAA's recommendations.

The core communication will be amended as appropriate for the given communications medium, along with the relevant instructions (i.e. for the online survey, or encouraging delegates)

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The Mayor's Task Force on Transparency, Access, and Accountability (MTFTAA) is looking to hear from community members in the City of Hamilton on how the City can be more open, accessible and accountable to our communities. We are committed to listening to community members from all walks of life and every corner of our city. The goal of this process is to ensure that the voices of all who wish to provide input are considered in the formulation of a report which will be presented to Hamilton City Council later this year. This report will share findings, as well as the Task Force's recommendations to the City of Hamilton on how to improve operations and strengthen trust between our community and our local government.

Community members are invited to share their insights through our online survey, written communication, or delegating at a MTFTAA meeting. The MTFTAA will also be soliciting input from members of Hamilton City Council, City staff, and local organizations.

### ADD SPECIFIC DETAILS

The mandate of the Mayor's Task Force on Transparency, Access, and Accountability (MTFTAA) can be viewed [here](#). The MTFTAA has retained the support of Enterprise and the Social Planning and Research Council (SPRC) of Hamilton to support its work.

Specifically, the MTFTAA is seeking input related to the following four themes that will be reflected in our report:

- **Public access to productively engage with the City of Hamilton:** This means finding better ways for community members to share their thoughts and ideas with the city.
- **Transparency regarding City of Hamilton activities and decisions:** This involves ensuring that people can easily see and understand what the City is doing and understand why.
- **The City of Hamilton demonstrating accountability to citizens, residents, and communities:** This includes making sure the City listens to and meets the needs of all community members and effectively communicates the outcomes of its work.
- **Propose practical steps to enhance trust:** Bringing forward clear and practical ways to strengthen the relationship between the City and its residents.

## Aug 14, 2024 DRAFT - City of Hamilton MTFTAA Interested parties engagement plan

This (draft) interested parties engagement plan is intended, once finalized, to serve as the guide for the activities of the Mayor's Task Force on Transparency, Access, and Accountability (MTFTAA) and project partners Enterprise and SPRC Hamilton to gather insight from interested parties to inform the Task Force's recommendations.

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In order to provide recommendations to Hamilton City Council that will ultimately improve both how the City of Hamilton operates in the context of the Task Force's mandate, as well as to foster increased trust between residents, community stakeholders and the City, our engagement strategy will focus on being accessible to any one or any group in the City that either interacts with or is impacted by decisions made by the City..

This strategy focuses on ensuring that opportunities to provide feedback, ideas and opinions is accessible and that effort is made to ensure that those who are historically excluded from the consultative process have the opportunity to participate.

The plan outlines the vision for who and how the Task Force and partners will engage with interested parties. Each audience will have both a specific lead organization and dedicated Task Force member supporting outreach and engagement. The proposed approach is as follows:

**Target Audience:** Elected Officials & Key City Departments & Staff

**Audience Groups:** City Council, Mayor, Senior Leadership in key departments

**Modes of Engagement:** One-on-One Interviews (and Surveys)

1. For members of this target audience, one-on-one interviews will be offered and scheduled to solicit input.
2. Interviews will be held virtually or in-person and seek to ensure that responses to questions are as robust and informative as possible.
3. In the event a verbal interview cannot be scheduled, Enterprise will facilitate the delivery of a questionnaire to ensure that the feedback can be properly incorporated into the report.
4. Responses will be anonymized in the report in order to foster more transparent thoughts and considerations from those interviewed. The final report will include an appendix of all those who contributed.
5. There will be a core list of questions that will be directed at all members of Council, as well as additional questions that take into account the unique constituencies that each councillor represents.
6. Specific questions will be developed based on the identified senior leadership across City Departments.

**Target Audience:** Institutional Partners & Community Organizations

**Audience Groups:** Health Care, Education, Businesses, Community and Social Services and Media

**Modes of Engagement:** Focus Groups, Delegations, Surveys

1. The Task Force, Enterprise Canada and SPRC Hamilton will finalize targeted list of institutional stakeholders and community organizations that will be engaged throughout the consultative process. This list will not be exhaustive and throughout the engagement process work will be done to ensure additional voices can be included.
2. The engagements seek to build on the information collected in the reimagining public participation consultation to both ensure that new voices are being added to the conversation and tangible recommendations can be made in the final report.
3. All stakeholders under this target audience will be provided with a tailored survey that seeks to collect specific feedback relevant to their unique perspectives and experiences. Each survey will include a base set of questions to ensure consistency but will be customized to address particular concerns and insights of different groups such as health-care providers, educators, businesses, community services, and media representatives. This approach will help capture a diverse range of voices and ensure that the final recommendations are comprehensive and reflective of the needs and priorities of all stakeholder groups.
4. Enterprise will lead the facilitation of select in-person interviews/roundtables with identified and approved community stakeholders and will facilitate the distribution of a questionnaire to additional stakeholders recommended during the process.
  - a. Responses will be kept confidential in the report in order to foster more transparent thoughts and considerations from those interviewed. The final report will include an appendix of all those who contributed.

**Target Audience:** Citizens

**Audience Groups:** Representation across all wards with specific outreach to ensure voices from an IDEAs perspective

**Modes of Engagement:** Online Survey, Delegations, Written Submissions

1. The primary method of engagement for citizens across the City of Hamilton will be done through an online survey hosted on the Engage Hamilton platform. This survey will be available for all residents and will be encouraged as the main method of participation.
2. In addition to this, the Task Force will hold two promoted sessions of public delegations — expected in September 2024 — to allow for both citizens and community organizations to provide oral testimony to be collected for the consultative process.
3. A public email and physical mailing address will be available for those members of the public who feel more comfortable or require an alternative method of engaging in the consultative process.
4. The Task Force will be supported by SPRC to lead additional engagements and outreach to equity-deserving communities to ensure that underrepresented voices are being included throughout this process. This will include additional methods of engagement to ensure that these communities have an equal opportunity to participate in these consultations.

**Breakdown of audiences, engagements and those tasked with leading outreach.**

<b>Audience</b>	<b>Engagement Lead</b>	<b>Method of Engagement</b>
<b>Elected Officials &amp; Key City Departments/Staff</b>	<ul style="list-style-type: none"> <li>· Task Force Member</li> <li>· Enterprise Canada</li> </ul>	<ul style="list-style-type: none"> <li>· One-on-one interviews</li> <li>· Surveys</li> </ul>
<b>Citizens</b>	<ul style="list-style-type: none"> <li>· Task Force Member</li> <li>· Enterprise Canada</li> </ul>	<ul style="list-style-type: none"> <li>· Engage Hamilton</li> <li>· Delegations</li> <li>· Written Submissions</li> </ul>
<b>IDEAS Communities</b>	<ul style="list-style-type: none"> <li>· Task Force Member</li> <li>· SPRC Hamilton</li> </ul>	<ul style="list-style-type: none"> <li>· Engage Hamilton</li> <li>· Delegations</li> <li>· Written Submissions</li> <li>· May include virtual/in person engagements</li> </ul>
<b>Institutional Partners</b>	<ul style="list-style-type: none"> <li>· Task Force Member</li> <li>· Enterprise Canada</li> </ul>	<ul style="list-style-type: none"> <li>· Focus Groups</li> <li>· Delegations</li> <li>· Surveys</li> <li>· Written Submissions</li> </ul>
<b>Community Organizations</b>	<ul style="list-style-type: none"> <li>· Task Force Member</li> <li>· SPRC Hamilton</li> <li>· Enterprise Canada</li> </ul>	<ul style="list-style-type: none"> <li>· Focus Groups</li> <li>· Delegations</li> <li>· Surveys</li> <li>· Written Submissions</li> </ul>

## **Aug 14, 2024 DRAFT - City of Hamilton MTFTAA**

### **Public survey questions**

*Note: Survey preamble will need 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.*

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#### **Analytical Questions**

1. Demographic questions

Question for City: Does the City of Hamilton have standard questions it uses for all online surveys?

#### **Public access to productively engage with the City of Hamilton**

*Ensuring that residents and stakeholders have clear, accessible channels for participation and feedback in city governance.*

1. How frequently do you engage with the City of Hamilton (e.g., attending meetings, submitting feedback, participating in consultations)?
  - a) Very frequently
  - b) Frequently
  - c) Occasionally
  - d) Rarely
  - e) Never
  
2. What methods do you typically use to engage with the City? (Select all that apply)
  - a) In-person meetings
  - b) Online portals
  - c) Social media
  - d) Email
  - e) Phone
  - f) Mail
  - g) Other (please specify)
  
3. How satisfied are you with the current channels available for public engagement with the City of Hamilton?
  - a) Very satisfied
  - b) Satisfied
  - c) Neutral
  - d) Dissatisfied

- e) Very dissatisfied
4. What barriers, if any, prevent you from engaging with the City of Hamilton? (Select all that apply)
- a) Lack of time
  - b) Lack of information
  - c) Unclear processes
  - d) Language barriers
  - e) Accessibility issues
  - f) Lack of trust
  - g) Other (please specify)
5. How accessible are City officials and representatives when you need to voice a concern or provide feedback?
- a) Very accessible
  - b) Accessible
  - c) Neutral
  - d) Inaccessible
  - e) Very inaccessible
6. What improvements would make it easier for you to engage with the City of Hamilton?
- Open-ended
7. What specific types of public meetings or forums would you like the City to organize more often?
- a) Town halls
  - b) Workshops
  - c) Focus groups
  - d) Online Q&A sessions
  - e) Open houses
  - f) Other (please specify)
8. How would you improve the City's online engagement platforms (e.g., website, social media)?
- Open-ended
9. Which new methods or tools could the City implement to make it easier for you to provide input?
- a) Mobile apps
  - b) Virtual reality town halls
  - c) Interactive surveys
  - d) SMS/text-based communication

- e) Social media polls,
- f) Other (please specify)

10. What changes would make City consultations more accessible to diverse groups within the community?

- Open-ended

11. Would you like to see more targeted engagement efforts for specific demographics (e.g., youth, seniors, new residents)? If so, which groups?

- Open-ended

### **Transparency regarding City of Hamilton activities and decisions**

*Enhancing the visibility and openness of the City's operations and decision-making processes to build trust and accountability.*

1. How transparent do you believe the City of Hamilton is in its decision-making processes?

- a) Very transparent
- b) Somewhat transparent
- c) Neutral
- d) Not very transparent
- e) Not at all transparent

2. How easily can you access information about City Council decisions and actions?

- a) Very easily
- b) Somewhat easily
- c) Neutral
- d) Not very easily
- e) Not at all

3. Which sources do you rely on to learn about the City's activities and decisions? (Select all that apply)

- a) City website
- b) Social media
- c) Local news
- d) Public meetings
- e) Official reports
- f) Community organizations
- g) Other (please specify)

4. How confident are you that the City provides complete and accurate information to the public?

- a) Very confident
  - b) Somewhat confident
  - c) Neutral
  - d) Not very confident
  - e) Not at all confident
5. What additional information or resources would help you better understand the City's activities and decisions?
- Open-ended
6. Which City of Hamilton activities or decisions would you like to see more detailed reporting on?
- a) Budget allocations
  - b) Infrastructure projects
  - c) Public safety
  - d) Environmental initiatives
  - e) Social services
  - f) Other (please specify)
7. What improvements would you suggest to make City Council meetings more accessible or understandable to the public?
- a) Simplified summaries
  - b) Live translations
  - c) Interactive agendas
  - d) More public Q&A opportunities
  - e) Other (please specify)
8. How should the City better communicate the impact of its decisions on local communities?
- Open-ended
9. What additional data or information would help you feel more informed about the City's operations?
- Open-ended
10. Would you support the implementation of a real-time dashboard for tracking City projects and initiatives?
- a) Strongly support
  - b) Support
  - c) Neutral
  - d) Do not support
  - e) Strongly do not support



## **The City of Hamilton demonstrating accountability to citizens, residents, and communities**

*Implementing measures to ensure that the City's actions and decisions are responsive to the needs and concerns of its diverse population, fostering a sense of responsibility and reliability.*

1. How well do you think the City of Hamilton listens to and addresses the concerns of its residents?
  - a) Very well
  - b) Well
  - c) Neutral
  - d) Poorly
  - e) Very poorly
  
2. In your experience, how often does the City of Hamilton follow through on its commitments to residents?
  - a) Always
  - b) Often
  - c) Sometimes
  - d) Rarely
  - e) Never
  
3. What changes could the City make to improve its accountability to the community?
  - Open-ended
  
4. How do you feel the City handles situations where mistakes are made or issues arise?
  - a) Very effectively
  - b) Effectively
  - c) Neutral
  - d) Ineffectively
  - e) Very ineffectively
  
5. 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) Equity in service delivery
  - d) Clear communication of decisions
  - e) Clear communication around emerging issues
  - f) Other (please specify)
  
6. What changes would make you feel that the City is more accountable to your needs?
  - Open-ended

7. How would you improve the way the City handles and communicates about its errors or mistakes?
  - Open-ended
  
8. Would you support the creation of an independent oversight body to review City actions and decisions?
  - a) Strongly support
  - b) Support
  - c) Neutral
  - d) Do not support
  - e) Strongly do not support
  
9. In what ways could City officials be more accessible or responsive to your concerns?
  - Open-ended

**Propose practical steps to enhance trust**

*Developing clear and feasible initiatives aimed at building and maintaining trust between the City of Hamilton and its residents.*

1. 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
  
2. What factors contribute most to your level of trust or distrust in the City of Hamilton? (Select all that apply)
  - a) Transparency
  - b) Accountability
  - c) Responsiveness
  - d) Communication
  - e) Integrity
  - f) Past experiences
  - g) Other (please specify)
  
3. What specific actions could the City take to build or improve trust with residents?
  - Open-ended
  
4. How likely are you to participate in future City engagement initiatives if you feel your input is valued?

- a) Very likely
  - b) Likely
  - c) Neutral
  - d) Unlikely
  - e) Very unlikely
5. What specific initiatives could the City implement to build trust with underrepresented communities?
- Open-ended
6. How could the City improve its response to feedback or concerns raised by residents to build trust?
- a) Faster response times
  - b) More detailed follow-ups
  - c) Public acknowledgment of feedback
  - d) Implementation of suggested changes
  - e) Other (please specify)
7. Would you be interested in participating in a citizen advisory panel to provide ongoing feedback to the City?
- a) Very interested
  - b) Interested
  - c) Neutral
  - d) Not interested
  - e) Very uninterested
8. What steps could the City take to demonstrate a commitment to ethical practices and integrity?
- Open-ended
9. How important is it for you to see the City actively engaging in trust-building activities (e.g., community outreach, regular updates, transparent decision-making)?
- a) Very important
  - b) Important
  - c) Neutral
  - d) Not important
  - e) Not at all important

**Other**

1. Is there anything else you would like to share?
- Open-ended

**Aug 14, 2024 DRAFT - City of Hamilton MTFTAA**  
**Project workplan**

This project workplan is updated monthly

*Note: Timelines will need to be updated to reflect SPRC engagements*

Timeline	Activities
<p><b>Weeks of August 12+19, 2024</b></p>	<ul style="list-style-type: none"> <li>· MTFTAA Meeting – August 14th</li> <li>· Approve KPI and engagement methodology</li> <li>· Refine and approve core questions</li> <li>· Refine and approve discussion guide</li> <li>· Develop and approve any other necessary materials</li> <li>· Establish meeting/communication cadence with SPRC</li> <li>· Begin outreach to schedule stakeholders identified for one-on-one interviews</li> <li>· Begin outreach to coordinate with identified institutional partners and community organizations for potential focus groups</li> <li>· Finalize public communications materials for launch of consultation</li> </ul>
<p><b>Weeks of August 26 + September 2, 2024</b></p>	<ul style="list-style-type: none"> <li>· Continue outreach to identified stakeholders for one-on-one interviews</li> <li>· Publicly launch consultation and Engage Hamilton survey</li> <li>· Begin process for consultations with identified institutional partners and community organizations through potential focus groups and distribution of Engage Hamilton survey</li> <li>· Review and potentially modify engagement plans based on feedback and responses received</li> <li>· Work to promote consultation and public channels to ensure robust engagement</li> </ul>
<p><b>Weeks of September 9+16, 2024</b></p>	<ul style="list-style-type: none"> <li>· Continue one-on-one interviews</li> <li>· Public delegations to the MTFTAA</li> <li>· Continued outreach and work to underrepresented groups</li> <li>· Liaise with relevant partners and stakeholders to ensure there are no gaps in outreach to community members and organizations</li> </ul>

<p><b>Weeks of September 23+30, 2024</b></p>	<ul style="list-style-type: none"> <li>· Continue one-on-one interviews</li> <li>· Initial review of collected information through the various consultative channels</li> <li>· Analyze early results to determine if there are key themes and recommendations emerging</li> <li>· Continue engagements and encourage participation through ongoing consultative channels.</li> <li>· 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</li> <li>· Identify any outstanding gaps of information or engaged audiences and determine if changes to workplan are necessary</li> </ul>
<p><b>Weeks of October 7+14, 2024</b></p>	<ul style="list-style-type: none"> <li>· Continue one-on-one interviews</li> <li>· Close public survey week of Oct. 14</li> <li>· Collate data from public survey</li> </ul>
<p><b>Weeks of October 21+28, 2024</b></p>	<ul style="list-style-type: none"> <li>· Continue one-on-one interviews</li> <li>· Compile remaining engagement data and analyze results</li> <li>· Continue to work on drafting the report – in partnership with SPRC</li> <li>· Internal meetings to discuss central themes and recommendations based on consultative process</li> <li>· Incorporate final internal feedback and submit draft report for review</li> <li>· Begin feedback process with Task Force and SPRC Hamilton</li> <li>· Close consultations and engagements Week of October 28</li> <li>· Synthesize and consolidate findings from all engagements</li> </ul>
<p><b>November 2024</b></p>	<ul style="list-style-type: none"> <li>· Draft report (summary of findings) submitted to Task Force</li> <li>· Task Force, Enterprise Canada and SPRC meeting to finalize recommendations</li> <li>· Edits and revisions to draft report</li> </ul>

**December 2024**

- 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