Engage Surrey

Surrey's Public Engagement Toolkit

CITY OF SURREY

> “Alone, we can do so little; together, we can do so much.”
>
> Helen Keller

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Engagement
in Surrey is
_____________.

Introduction

| Respectful

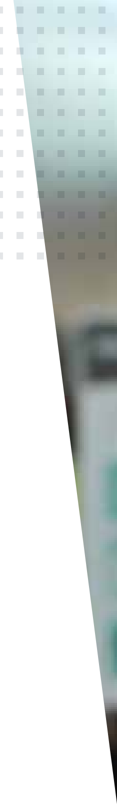
| Responsive

| Transparent

| Accountable

Surrey is growing into a complex and dynamic city, with one of the most diverse populations in the country. As the city grows, residents are looking for opportunities to help shape projects and policies that impact them. The City of Surrey is striving to match this increased need, with enhanced engagement practices.

The Engage Surrey Toolkit establishes a clear methodology for conducting engagement in Surrey. It is based on best practices elsewhere, while embodying Surrey's unique context. It reflects the need to include the diversity of voices that make up the city. Together with the Public Engagement Strategy, the Toolkit establishes a framework for conducting more inclusive, respectful, responsive, transparent, and accountable public engagement. Helping to create a city that residents feel connected to and invested in.



The Toolkit

The Engage Surrey Toolkit is a practical guide to help staff conduct engagement.It builds off work the City is already doing and draws from community perspectives and best practices. The Toolkit is designed as an easy-to-use resource.

It provides a consistent methodology for conducting engagement from start to finish, increasing consistency and collaboration across departments. It also provides tools and tactics for reaching underrepresented voices. As a living document, the Toolkit should be updated to reflect changes to engagement practices, reference materials and contacts. The Toolkit is divided into two sections:

For up to date public engagement resources, visit the [Public Engagement Staff Hub]

PART 1

The 5-Step Engagement Process

This section provides a clear method for planning, designing, delivering and evaluating engagement. Outlining the process in five easy to follow steps: plan, create, deliver, respond, and reflect. Included in each step are things to consider and things to do.

PART 2

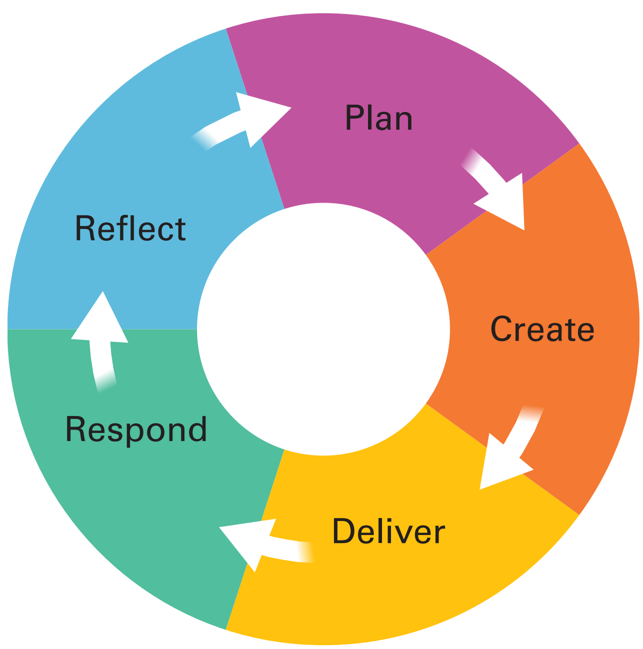
Reaching Underrepresented Voices

This section provides guidance on how to reach residents often not heard in traditional engagement. These include Indigenous People, immigrants and refugees, people on low income, people with disabilities, and youth. For each community, the Toolkit offers considerations, resources and contacts. When relevant, the beginning of each section identifies key documents that offer insight into each population group.

The Toolkit is the companion to the Public Engagement Strategy. The Strategy provides the foundation for community engagement in Surrey. It identifies the City's vision, values, principles and outcomes for engagement. It also identifies actions the City can take to foster a respectful, responsive, transparent, and accountable approach to engagement.

The 5-Step Public Engagement Process

There are many considerations when planning engagement. The Toolkit has broken down the process into five easy steps to make it easier to navigate. These steps provide a flexible and adaptive framework, suitable for supporting single events or multi-phase campaigns.



Five Engagement Steps At-a-Glance

Step	Purpose	Time Needed	Who to Involve	Things to Do	What You Will Have/Know
Plan	• Identify who needs to be engaged and how • Develop engagement and communication plans • Develop engagement objectives and targets	• Allocate 10–15% of overall project schedule	• Project team • Other relevant staff • Key stakeholders • Departmental decision makers	• Define project scope • Establish engagement objectives • Identify stakeholders • Identify engagement targets • Develop an engagement plan • Develop a communications plan	• Engagement scope • List of key stakeholders • List of engagement objectives and targets • An engagement plan • A communications plan
Create	• Design and develop communication materials • Design and develop event materials	• Allocate 25–30% of overall project schedule • Budget time to develop content, design, print, assemble, etc.	• Project team • Other relevant staff • External stakeholders involved in engagement • Event personnel, e.g. venue contacts, catering, presenters	• Design and develop engagement tools • Design and develop communication tools	• Promotion materials • Project web content • Engagement event materials • Event schedule, logistics, list of contacts • Survey (if using)
Deliver	• Host event and share information • Listen, learn and gather input	• Allocate 20–30% of overall project schedule • See list of suggested timing for tools	• Project team • Other relevant staff • Event personnel, e.g. presenters, panelists, graphic recorder, photographer, venue contacts	• Promote engagement • Host events and activities • Collect participant input • Collect participant information	• Completed promotion campaign • Completed engagement activities • Participant information • Participant input • General idea of how participants feel
Respond	• Analyze input and report back • Share how input shaped project (or why not)	• Allocate 10–20% of overall project schedule • Try to report back within one month	• Project team • Other relevant staff	• Consolidate and analyze input • Report back • Incorporate input into project • Demonstrate how input shaped project (or why not)	• Analyzed results • Understanding of key concerns • What We Heard summary • How feedback will shape the project
Reflect	• Assess project against objectives • Learn from process (and adjust if midway)	• Allocate 5–10% of overall project schedule • 1 + meetings	• Project team • Other relevant staff • Key stakeholders • Departmental decision makers	• Review results • Debrief with project team • Summarize and share findings	• Summary of staff and participant feedback on process • Who participated and who was missed • What worked and what didn't • Things to Consider (midway) or Lessons Learned document


Strategy

STEP 1

Plan

Getting started. This is where the engagement process is planned, including determining the objectives, key stakeholders, tools, promotion methods, budget and timeline. The information is then compiled into an engagement plan. For larger and more complex projects a communications plan is also developed. These then serve as a road map for the rest of the project. Equity and accessibility are addressed here. This ensures they are embedded in the project from the start.

Time Needed

- Allocate 10–15% of the overall project schedule for planning

Who to Involve

- Project lead, project team and staff from other relevant departments
- Key stakeholders, representatives from groups impacted by project
- Departmental decision makers

What was Done/Determined

- Identified engagement scope
- Identified key stakeholders
- Identified engagement objectives and targets
- Developed an engagement plan
- Developed a communications plan

Key Considerations

- Identify the purpose of engagement. Pinpoint what is 'on the table' and 'off the table'?
- Identify the level of engagement (engagement promise) to the public. Is it to consult, involve, collaborate or empower? For multi-phase projects, this may be different for each phase.
- Try to involve key stakeholders in the engagement planning phase. Ask them how they want to engage? This can help generate buy-in and build trust. It can lead to unexpected engagement opportunities, including instances where community groups can help promote, deliver, and report on engagement to their communities.
- Identify engagement tools and approaches that make participation more equitable and resonate with identified stakeholders. Identify barriers that may prevent participation then identify tools that will address these barriers. Refer to the List of Engagement Techniques in the Appendix.
- Try to align with other City engagement or events to reduce conflicts and capitalize on complimentary activities. During planning explore opportunities to coordinate engagement or share resources with other City projects occurring at the same time.
- Build buffer time into the schedule, particularly for phased projects. Processes often take longer than planned.
- Get buy in from decision makers before moving ahead. This can include key stakeholders, management, and Council. Ensure there is clarity on the anticipated time, budget, tools and approach. Share the engagement plan with decisions makers (consider attaching it to an initiating Corporate Report).
- For larger and more complex projects, consider developing a Project Charter to enshrine clarity around the key aspects of the project. The Charter should include the following: the project scope, objectives, milestones, budget, participants and possible risks.

Things to Do

1. Define Project Scope

What is the purpose of engagement? Determine what is on the table for engagement and what is not. Have some decisions already been made? Be transparent about project scope. How much will participants input shape the outcome? Is it to consult, involve, collaborate or empower? This is the engagement promise.

Traditionally, most (local) government engagement is conducted at the consult and involve level. However, there are exceptions. Sometimes with a multi-phase projects there are stages where engagement is at the collaboration or empower level.

2. Establish Engagement Objectives

Identify the broad engagement goals/objectives. To determine the objectives, consider the project scope and engagement promise. Most projects will have multiple objectives. The SMART goal/objectives setting framework is an effective and simple method to use to develop objective. Are the objectives SMART (Specific, Measurable, Achievable, Realistic and Time-sensitive)? Once developed, the objectives help shape the engagement planning process. They help determine the engagement and communication tools, and the engagement targets/metrics.

3. Identify Stakeholders

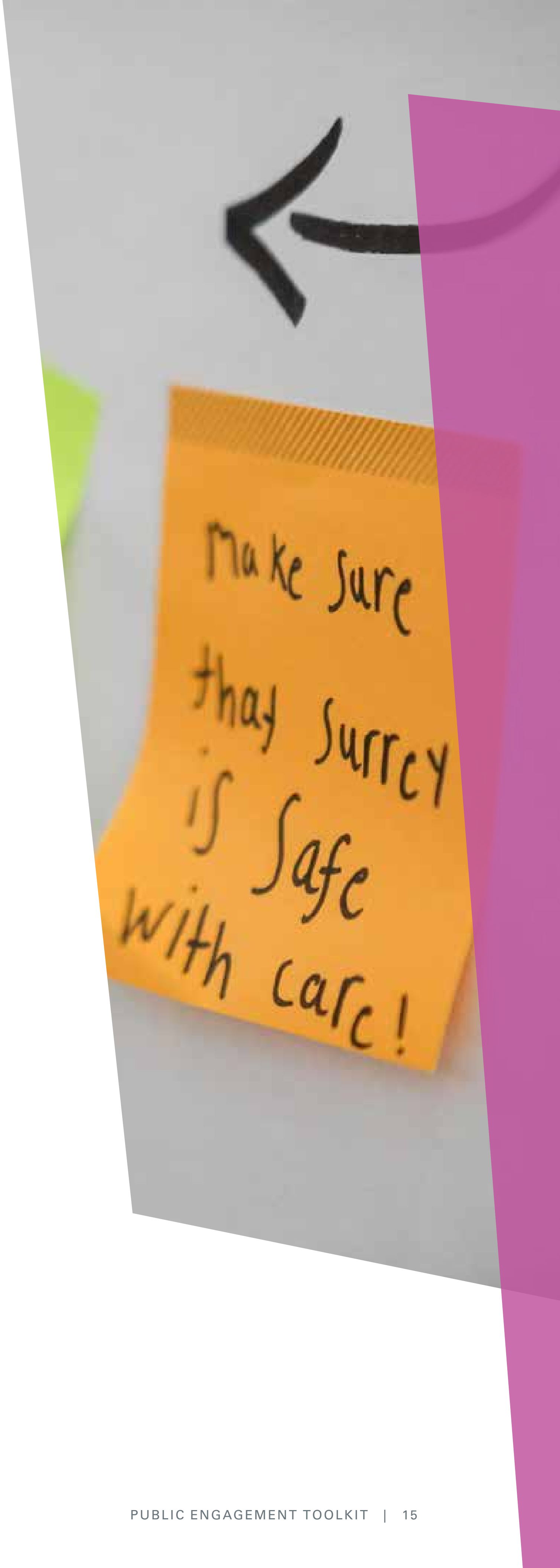
Build a list of people impacted by the project. This can include residents, organizations (community groups, partnership tables, institutions, agencies, etc.), businesses, other levels of governments. Are there some people who are more impacted (+/-) than others? Use this information to develop a list of key stakeholders. These are the people and groups that need to be engaged on the project.

4. Identify Engagement Targets

Identify targets (also referred to as key performance indicators or metrics) that can be measured to help assess the effectiveness of engagement. These targets need to have a numerical value. Ideally each objective should have a related target.

In addition to project specific engagement targets, the City has identified some universal engagement objectives and related targets that, when feasible, all projects should be using and measuring. These objectives and targets reflect the vision, values and principles of the Public Engagement Strategy. They are shaped around reaching the diverse voices that make up Surrey and prioritizing who is being engaged (those most impacted) rather than, how many are being engaged. This shifts the measurement of engagement success from 'the number of people reached' or 'the number of activities held', to basing it on, were 'the right people reached' and were 'the appropriate tools used'.

Refer to the Evaluating and Reporting Table in the Appendix for a list of key metrics for evaluating and reporting on



engagement projects.

5. Develop an Engagement Plan

Drawing on the project scope, objectives, targets and stakeholders, build out the engagement plan. This plan is a roadmap outlining why, who, what, when, where and how engagement will take place. The process for developing an engagement plan will vary depending on the size and complexity of the project. For smaller, single phase projects, the plan can be simple, and developed with a few staff. Larger processes may need a more complex process. This is a living document that needs flexibility. Considerations for developing an engagement plan include:

> **Involve Stakeholders in the Planning**

Try involving both internal and external stakeholders in the engagement planning process. This builds support and buy-in. External stakeholders may include BIAs, community associations, institutions, and businesses. This process can be as simple as emailing them an engagement questionnaire in the Appendix. Use their input to shape the engagement plan. For more complex and multi-phase projects, host a workshop with stakeholders to brainstorm engagement ideas. Before the workshop email participants the engagement questionnaire. Use the questionnaire feedback to help guide the workshop discussions and build out the engagement plan. This stakeholder group could evolve into an advisory group for the rest of the project.

> **Select Engagement Tools**

One of the key components of the engagement plan is identifying the appropriate tools to use and when to use them. Consider the following when selecting tools:

- Consider project scope and engagement promise. What tools align with the project's scope? Refer to the table on Selecting Engagement Tools.
- Evaluate how engagement could be more equitable. Using the stakeholder list, identify barriers that may prevent stakeholder participation. Then identify engagement formats and tools that reduce these barriers. Draw on the six General Recommendations to reach Underrepresented Voices, listed below and outlined in more detail in Part 2 of the Toolkit:

  » Start with Learning

  » Understand Power and Privilege

  » Use Different Formats

  » Go out into the Community

  » Make Sure it is Reciprocal

  » Work with Project Liaisons/Ambassadors

If more targeted engagement is needed to reach the following communities — Urban Indigenous People, immigrants and refugees, people on low income and renters, people with disabilities, and youth — refer to the Focused Recommendations to Reach Underrepresented Voices (Part 2 in the Toolkit).

> **Address Accessibility**

Refer to the section on how to better reach People with Disabilities in Part 2 in the Toolkit. Use the recommended strategies when selecting the activities, events and promotional materials to ensure that accessibility is addressed.

Selecting Engagement Tools

	Inform	Consult	Involve	Collaborate	Empower
How the City Applies the IAP2 Spectrum	Required for all projects.	Most City of Surrey engagement activities are conducted at the consult and/or involve level.		Less common. Sometimes used for portions of multi-phase engagement.	Rarely used. Would likely require special permission/Council approval.
Public Participation Goal	To provide the public with balanced and objective information to support understanding.	To obtain public feedback on analysis, options and decisions.	To work with the public throughout the process to ensure concerns and wishes are understood and considered.	To partner with the public for each aspect of the decision (alternatives through solution).	To place the final decision-making in the hands of the public.
Promise to the Public	To provide the public with balanced and objective information to support understanding.	Keep the public Informed, listened to, and demonstrate how feedback shaped decision.	Work with the public to make sure concerns and wishes reflected in options. Demonstrate how feedback shaped decision.	Look to the public for advice and solutions. Incorporate recommendations into decisions as much as possible.	Implement what public decides.

INCREASING IMPACT ON THE DECISION

	Inform	Consult	Involve	Collaborate	Empower
Potential Reach	Whole community.	Decreases as involvement and commitment increases			Small group of stakeholders.
Common Tools	• Project web page • Brochures • Bulletins • Open House • Mailouts • Advertising • Social Media	• Interactive open house • Survey • Feedback forms • Exit surveys • Meetings • Interviews • Online discussion forum • Walking tours • Community ambassadors	• Workshop • Deliberative polling/forum • Design charette • Project advisory committee	• Public advisory committee • Consensus-building • Participatory decision making	• Community member juries • Ballots • Delegated decision

Formatting and Layout

The format of the engagement plan can vary depending on the scope of the project. For larger projects it may be a lengthy document. With each event outlined in detail. For single events and small projects, it may take the form of a table, or a combination of the two. In all cases, consider a simple and clear format that can be easily understood by all staff. This is a living document that needs flexibility. A Sample Engagement Plan is included the Appendix. These are the key content sections to include in an engagement plan:

- Project description
- Timeline (consider the suggested time for each step)
- Level(s) of engagement
- Objectives
- Targets and measures
- Tools
- Budget
- Key Stakeholders
- Opportunities to align with other City projects

Share with Decision Makers

Share the engagement plan with decision makers to get buy in before moving forward. This helps minimize scope creep. For larger and more high-profile projects, consider bringing the engagement plan forward to Council for information. This helps manage expectations upfront with Council, community members, organizations, etc., regarding participation goals and objectives, resourcing, and timing.

6. Develop a Communications Plan

A strategic communications plan is an essential tool that accompanies the engagement plan. It outlines how engagement activities will be promoted. Its purpose is to drive people to participate in the engagement activities. For single events or small projects, staff may be able to develop a basic communications plan on their own. For larger projects, work with the City's Corporate Communications & Marketing Division, possibly with a dedicated communications staff member, to develop a plan.

This plan will be used by project staff and the City's Corporate Communications & Marketing Division to develop materials to meet the engagement objectives. Promotion methods can include a social media campaign (Instagram, Facebook and Twitter), online newsletters (eNews), print advertisements, mail-outs, digital notice boards and the City's website. It can also extend to customized campaigns that could include things like bus shelter ads, door hangers, lawn signs, postcards and videos.

A Sample Communications Plan is included in the Appendix. These are the key elements of a communications plan;

- Project summary
- Situation (SWOT) analysis
- Goals
- Audience
- Key messages
- Tactics
- Measures of success
- Budget
- Evaluation

Resources

- 5-Steps At-a-Glance Chart
- List of Engagement Tools

Sample:

- Stakeholder Engagement Questionnaire
- Engagement Plan Table
- Communications Plan Table

STEP 2

Create

This step is where each of the engagement and promotional activities are designed and created. Translating the engagement and communications plans from Step 1 into the content needed to promote and conduct engagement in Step 3. Good preparation pays off, but it takes time.

Time Needed

- Allocate 25–30% of the overall project schedule
- Take into account time needed to develop content, design, print, assemble, etc.
- Budget in extra time to account for inevitable delays along the way

Who to Involve

- Project lead and project team
- Corporate Marketing and Communications
- External stakeholders involved in engagement activities
- Staff from venues, catering, etc.

What was Done/Determined

- Developed engagement event materials (display boards, fact sheets, interactive content, etc.)
- Developed survey content (if using)
- Developed communication materials (postcards, social media content, newspaper ads, etc.)
- Updated or developed project content for the website or engagement platform
- Developed event schedules, logistics, list of contacts

Key Considerations

- Make content easy to understand. Translate technical language, processes, and policies into plain language. Where possible replace text with graphics. Check text complexity using the MS Word readability function or an online application (e.g. Hemmingway). Target somewhere around a grade 8 reading level.
- For surveys, when appropriate, try to include baseline demographic questions. This information can be used to track input. It will also help assess if demographic targets or a representative audience are not being met. See Sample Standard Demographic Questions in the Appendix.
- Equip participants with the information they need to provide meaningful input. Let participants know if there are other factors (e.g. budget restrictions, time constraints) or groups (Council, other levels of government) that will also influence the outcomes.
- Launch engagement or kick-off a multi-phase project with tools that are inviting and make participation easy (lighter engagement). Tools like an ideas fair, open house or a short survey (in-person/online) work well as they are easier for people to get involved and participate. After that, shift to more involved engagement tools, like world café workshops, design charrettes, interviews or qualitative surveying. These allow for a 'deeper dive' into an issue. Use this same approach when designing individual engagement activities. Start a survey with an easy-to-answer question (e.g. What do you love about your neighbourhood?) or make the first station at an open house a sticky dot exercise (e.g. Place a dot on the map on your favourite local park).
- Make it interactive. Try using playful and 2-way engagement tools rather than just static boards with technical content at open houses and pop-ups, e.g. placing dots on a board, putting post-notes on a map. For in-person events, always place staff at interactive boards or activities to encourage discussion.
- Be strategic — leverage existing events and activities where available. Host an open house or pop-up booth at a park event or community festival.

Things to Do

1. Design and Develop Engagement Tools

Using the engagement plan, identify the engagement tools and design the related events, activities, and materials, including:

- Recruiting and training community ambassadors
- Designing engagement materials (boards, videos, surveys, hand-outs, etc.)
- Organizing event supplies (easels, signage, markers, stickers, etc.)
- Organizing event logistics (transportation, tables, staff attendance, etc.)
- Booking venues and caterers
- Defining roles and responsibilities for staff

When designing the activities, revisit the six General Recommendations to reach underrepresented voices in Part 2 of the Toolkit.

Surveys are often used by City staff as an engagement tool. They provide an efficient way to collect and analyse public input on projects. Most are "opt-in" surveys where anyone can respond. With this type of survey, residents are invited to participate through social media, advertising and mailouts. The challenge with opt-in surveys is that they don't ensure responses are "representative" of the community's demographics. In many cases, survey participants and the subsequent results, are not representative of the community. This can provide misleading information from which decisions are made. There are few options for how to address this:

- **Option 1** — Conduct an opt-in survey, with promotion and engagement targeted at key stakeholders. To do this demographic data must be collected as part of the survey process. Staff monitor participants, shifting engagement and communications strategies to target underrepresented demographics.
- **Option 2** — Conduct a probability survey, where a random representative sample of the population is selected to complete the survey. This approach ensures a representative sample of responses. This type of survey is usually conducted by a consulting firm specializing in this type of engagement.
- **Option 3** — Conduct a closed survey. This type of survey is limited to those residents that are invited to participate. This can be regulated by unique codes, IP addresses, etc.

2. Design and Develop Communication Tools

Using the communications plan, identify the different promotional materials and work through designing them. This may include working with Corporate Marketing and Communication's staff to develop materials (print, digital).

Go to Cherwell to submit requests for design, printing, web, social campaigns, etc. Items to be developed may include:

- Digital assets such as photos, graphics, video (for social media, web, etc.)
- Mailouts (postcards, letters), door hangers
- Posters (hang at community facilities and libraries) — typically 11”x17” or 24”x36”
- Lawn signs, street signs
- Banners, sky flags
- Advertisements (print, transit shelters, etc.)

Resources

Sample:

- Demographic questions
- Promotion materials (social media ad, postcard, poster, lawn sign, banner, newspaper ad, transit sign)

STEP 3

Deliver

Time to go live. This is when the promotional and engagement activities take place. This step has three key components. The first is to promote, building awareness about the engagement opportunities and driving people to participate. The second is to share, bringing people up-to-speed and providing new information (and in some cases past results). The third is to listen, connecting with participants and hearing what they have to say.

Time Needed

- Allocate 20–30% of the overall project schedule

Suggested Time Frames

- In-person events (2 hours to all day). Online workshops (2–3 hours with break). For both formats, try to set-up and be ready to start 30–60 minutes before start time.
- Pop-ups in public spaces and at events. Used to promote upcoming engagement. 1–2 weeks prior to event or coincide with launch date.
- Online surveys are usually live for 3–4 weeks.
- Website promotion usually runs (1–2 weeks).
- Social media campaigns usually run for 2–3 weeks.
- Media releases usually coincide with the event date or campaign launch.
- Newspaper ads usually run 1–2 weeks in advance of an event or shortly after the launch of a survey.
- Mailouts and promotions are usually delivered 10–14 day in advance of an event or scheduled to land in mailboxes shortly after the launch of a survey.
- Staff briefing usually held 1–5 days prior to an event.

Who to Involve

- Project lead & related project staff
- Specialized or content specific event staff (e.g. drainage engineer, urban designer)
- Event specific resources (community ambassadors, presenters, panelists, facilitators, consultants)
- Graphic recorders, photographers, videographers
- Venue contact for in-person events, caterer, technical/AV support

What was Done/Determined

- Hosted one or more engagement events
- Conducted promotional activities
- Collected participant information (numbers, demographics)
- Collected participant input
- Recorded verbal feedback as notes
- Developed a general idea of how participants feel

Key Considerations

- While sharing information is an important part of this step, place an emphasis on hearing from participants. Focus on listening, note taking, and summarizing input.
- Provide "1-stop shopping" for the public. Ensure there is adequate staff at in-person events to listen and answer questions. Include staff from other departments to field non-project related questions from the public.
  - Consider the stakeholder demographics. Strive to include staff that speak languages prevalent to that community.
  - Focus on providing participants with a positive, informative and helpful experience. Try to conduct multiple check-ins with participants at events. Anticipating their needs at the start and following up at the end to see if they have any other questions.
  - Have contingency plans in place, if an interaction escalates, or if there is a technology failure.

Things to Do

The list of things to do will vary with the event format, duration and resourcing. The following are some general guidelines.

General

- Post or co-develop ground rules at event to encourage respectful dialogue between staff and community members.
- Have staff practice ‘active listening’ at events.
- Collect staff notes after event.
- If tracking participants (numbers and demographics), assess who is participating and whether engagement targets are being met. If not, see if there is time to adjust promotion (e.g. social media campaign) to better target missing demographics. While not workable for single events, for things like surveys that extend over several weeks, this may be possible.

In-person Engagement Events

- Consider including a First Nations land acknowledgment (verbal or display board) at events. Sample language provided in the Appendix.
- Post directional signage outside an event location/room to support wayfinding.
- Take pictures and/or video footage to document the event where appropriate and possible. Notice of photography signage must be posted anytime photos or video content is being taken at engagement events. Post notices at event entrance and throughout the space. Sample notice provided in the Appendix.
- Equip staff with notepads, post-its and pens to take notes and summarize input.
- Provide drinks, snacks and meals for participants/staff. This will depend on the time of day and duration of event.
- During events try to record who is participating. For registered events, create a list and check-off participants as they arrive. For open events, try having a staff member record numbers with a clicker counter or have participants add a dot to a map or board. Try to go beyond tracking overall numbers to looking at age, families, etc.
- Identify (in advance) staff member who can speak to the media should they show up.
- Encourage participants to introduce themselves, including their preferred pronouns.
- Position staff members at the event entrance to greet participants and at the exit to conduct a final check-in.
- For in-person open house events, plan to have adequate staff (including staff from other relevant departments) at as many venue touch points as possible to facilitate dialogue.

Conduct exit surveys or request participants complete feedback forms to assess effectiveness of engagement techniques.

Online Engagement Events

- Inform participants if the session is being recorded (video or audio).
- Consider including a verbal First Nations land acknowledgment at the beginning of the event.
- Encourage participants to introduce themselves, including their preferred pronouns, in written text within chat functions (for Teams/Zoom events).
- Ensure adequate support staff to note take and troubleshoot technical issues.
- At the end of the event conduct an exit survey. Include a link to the survey in the chat or include as part of a follow-up email to participants.

Resources

Sample:

- Ground Rules
- Land Acknowledgment
- Notice of Photography

Tips for Active Listening

Active listening is a valuable tool for staff to practice and use when engaging. It helps people feel heard and understood, and at the same time, helping staff step back and better understand an issue. It builds trust and can help diffuse tense situations. Here are tips for active listening:

- Focus
- Be fully present with the other person
- Make eye contact
- Avoid trying to anticipate what is going to be said
- Avoid trying to think of a solution
- Don't interrupt
- Try to understand the emotion they may conveying
- Withhold judgement
- Demonstrate understanding
- Repeat back or paraphrase what was said
- Ask open-ended questions to clarify
- Provide verbal and non-verbal (physical) feedback (nod, yes, etc.)
- Avoid crossing arms

STEP 4

Respond

It’s time to review and analyze the input received. This step has three components: review input, report back what was heard, and where possible, demonstrate how input shaped the project. For multi-phase projects, demonstrating how input was used may occur in the next phase or at the end of the project.

Time Needed

- Allocate 10–20% of the overall project schedule
- Try to report back within one month of engagement activities

Who to Involve

- Project lead, project staff, other relevant department staff
- Corporate Marketing and Communications staff

What was Done/Determined

- Analyzed quantitative data
- Analyzed and coded qualitative (verbatim) data
- Confirmed how participants feel
- Identified key public concerns
- Created "What We Heard" engagement summary report
- (Potentially) determined how feedback will shape the project

Key Considerations

- Reporting back on what was heard in engagement ensures the process is transparent. Here is 'what we heard'. Engagement results can be used to support decision-making, making staff and Council more accountable for decisions and outcomes.
- Sometimes less is more. Try to be strategic when reporting out the results. Share key findings, rather than mounds of data.
- Demonstrating how feedback is used in a project is key to civic engagement. It 'closes the loop'. It validates people's participation in engagement when they can see how their input affected a project, e.g. 'Here's how your input shaped the project' or 'this is why it didn't'. It also demonstrates that the City is being responsive.

Things to Do

1. Review input

- Collect and review staff notes from the event.
- Hold a debriefing session (in-person or online) with staff to discuss what they heard. Capture key take-aways and emerging themes. Follow up with key stakeholders to gather their perspectives.
- Analyze the input (surveys, staff notes, post-it notes, etc.).

Tips for Analyzing Qualitative Data

It is useful to include both quantitative and qualitative questions in a survey. They are complementary to one another. One provides numerical data expressing the amount or range, and the other provides non-numerical responses (usually text) and answers the question 'why'. The challenge comes when analyzing the data. Verbatim data is much more time consuming and subjective to analyze than quantitative data. Here is one technique for analyzing qualitative data.

1. Start with consolidating responses. In some cases there may be multiple sources (survey responses, post-its on open house boards, staff notes).
2. Transfer all the information into a spreadsheet (e.g. MS Excel)*.
3. Code each response with unique identifier, which will allow responses to be tracked and cross-tabulated with other variables, etc. age + response.
4. Read through all the feedback to get a general feel for responses.
5. Then, scan the data and start identifying themes (a word or phrase that captures a topic or idea). Assign each theme a code that can be assigned to a response. Start with broader themes. Once all the data is coded with a broad theme, then it can be further analyzed into more specific themes. Some responses may not fit into a theme. Discard outlier responses that aren't related to the question or are tied to a one-time interaction/ situation. However, save responses approach the issue from a unique perspective or offer an uncommon solution.
6. When possible and relevant, further analyze the data looking at how different demographics respond to the questions.
7. At the end, summarize the findings, drawing on the key themes. Noting unique ones if they stand out and are relevant. Include some verbatim responses that capture the sentiment/ideas of key themes.

*There are software programs (e.g. Dedoose, Nvivo) that can help organize and analyze verbatim data. Most of these still requires manual coding of results. Some can also conduct sentiment analysis, which assesses whether a response is positive or negative in nature.

2. Report back

- Develop "What We Heard" engagement summary document. Keep the document simple and clear, focusing on key input. Sample What We Heard document provided in the Appendix.
- When reporting out, try to keep it simple. Use visuals to summarize input where possible (infographics, charts, images of events, etc.). Share overall results and where possible (and relevant), how different demographics responded.
- Once completed, try to report out the findings through multiple channels, including posting on the project webpage, sharing key results through social media posts, and sharing the What We Heard summary with participants via project or event registration mailing lists.
- Thank people for participating. This can be done on the project webpage, through social media posts or for registered events, by sending out a follow-up email or letter. Ideally, combining the thank-you note with the What We Heard summary.
- For projects with multiple phases of engagement, provide a brief engagement summary at the end of each phase. Then combine them into an overall engagement summary at the end of the project. This information can also be included as an appendix to a Corporate Reports to Council.

3. Demonstrate how input shaped the project (where possible)

- Demonstrate in materials how input from previous phases of engagement was (or was not) incorporated. For phased processes, use the outcomes to frame and provide background/rationale for the next phase of engagement, e.g. This is what we heard. This is how it shaped the project in this next phase. Findings could also be embedded in a survey in the next phase.
- Include a brief summary of what is coming next in engagement at the end of the engagement summary.

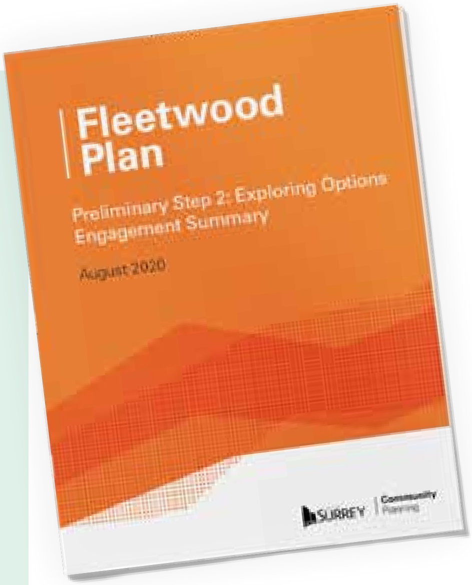
Resources

Sample:

- 'What We Heard' document

Sample 'What We Heard' Outline and cover page example

1. Project Summary or Where We Are (midway) — overview of project with timeline for multi-phase projects.
2. What We Did — overview of promotion and engagement activities.
3. Who We Reached — summary of who was reached, including any demographic data.
4. What We Heard — summary of results.
5. Next Steps — what happens next.



STEP 5

Reflect

This is the time to look back on how engagement went. Reflecting on the process and the outcomes. What worked well and what could have been done differently? Were the engagement objectives met? What were the lessons learned? For projects with multiple phases this is an opportunity to review and adjust as needed before heading into the next phase of engagement.

This is also an opportunity to look back at how well this Toolkit helped guide the process. The Engage Surrey Toolkit is a living document that needs to evolve over time. Provide feedback on the document to the Public Engagement Working Group.

Time Needed

- Allocate 5–10% of the overall project schedule
- 1 + meetings for longer processes
- Longer time may be needed if this is the end of the first stage of a phased project

Who to Involve

- Project lead, project staff, other department staff (if relevant)
- Staff from Corporate Marketing and Communications (if relevant)
- Community ambassadors/liaisons (if involved)
- Key stakeholders, representatives from groups impacted by project (if relevant)
- Departmental decision makers

What was Done

- Developed a summary of feedback from exit surveys/feedback forms (if conducted)
- Reviewed engagement objectives and assessed their status
- Identified who is participating and who is missing (midway)
- Identified what is working and what needs adjusting (midway)
- Identified who participated and who was missed
- Identified what worked and what needed adjusting
- Developed a 'Things to Consider' (midway) or 'Lessons Learned Document' (end of engagement)

Key Considerations

- Evaluation is an important part of the process but it's often overlooked. Evaluating the effectiveness of engagement holds staff, Council and the public more accountable for the outcomes.
- Don't wait until a project is over to evaluate. This is particularly true for multi-phase projects but applies to single events too. While engaging, check-in. Be responsive and adjust as needed. Many promotion and engagement formats can be adjusted mid-way through an event or campaign. Later phases of larger projects can be refocused based on preliminary outcomes.
- Report out to decision makers on what went well and what could be done better. Often decision makers are not exposed to important details. This may support resourcing and considerations for future engagement.

Things to Do

1. Review results

- Summarize and analyze exit surveys and/or feedback forms to assess effectiveness of engagement techniques.
- Review any participant demographic data collected and compare it to the key stakeholders/target audience. Were the right people reached?
- Review the engagement objectives and targets developed at the beginning of the project. Were they met? If not, consider why.

2. Debrief with project team

- Hold a meeting with the project team to debrief on what went well and what could be improved.
- Ask –What worked, what didn't, what was missing and what could be done differently?
- If this is the midway point for a larger process, consider adjusting the engagement and communication plans to better meet the engagement objectives and targets. Revisit the General and Focused Recommendations for Reaching Underrepresented Voices in Part 2 of the Toolkit, for strategies to better reach different communities.

3. Summarize & share findings

- Summarize finding into a 'Things to Consider' document if midway through a project or as a 'Lessons Learned' document at the end. It can be used as a reference for the next phase of engagement or for future projects.
- Save copies of all engagement materials (promotional, information, feedback) and photos for future reference.
- Share findings with the Public Engagement Working Group. Based on the key learnings, does this document (the Toolkit) need to be revised/updated?
  - Share finding with decision makers, particularly what could have been done differently. A deeper understanding of constraints and weaknesses enables decision makers to adjust resourcing.

Underrepresented Voices

Surrey's vision for engagement is an environment where everyone feels welcome and motivated to take part in shaping their city. A place where residents can participate in engagement without barriers. In practice this has often not been the case. Traditional engagement formats have typically reached a more affluent, older and white demographic. Leaving some residents voices unheard. The City is working to change this.

This section of the Toolkit provides strategies for reaching a more diverse and representative cross-section of Surrey residents. It emphasizes the importance in hearing from population groups underrepresented in engagement in the past. Recognizing that many of these underrepresented residents intersect multiple communities, including ethnicity, nationality, spiritual practices, languages, customs and cultures. This lived experience enriches their feedback and when shared, it provides staff, management and Council with a more comprehensive understanding of residents needs and wants. Resulting in more informed decisions and better outcomes.

The strategies to expand engagement reach are divided into two sections:

A. General Recommendations

These recommendations are intended for all staff to draw on to make their engagement more inclusive and accessible.

B. Focused Recommendations

These recommendations are intended for staff trying to reach one or more of the following specific underrepresented communities: urban Indigenous, refugees and immigrants, people on low income and renters, people with disabilities, and youth.

A. General Recommendations

1. Start with Learning

Start with learning about Surrey's demographics. Review the City's Community Demographics Profiles for Whalley, City Centre, Guildford, Fleetwood, Newton, Cloverdale, South Surrey, as well as, the city-wide profile. Each profile contains community-specific data on population, family make-up, immigration, Indigenous people, housing, income, education, labour force participation, and journey to work.

2. Understand Power & Privilege

Power and privilege can impact how, and even if, people engage. Recognizing and addressing this dynamic is key to removing barriers and making engagement more inclusive. It is important for staff to understand and acknowledge how their gender, citizenship, skin colour, education, housing, language, and role in local government may limit their ability to connect with underrepresented voices. (Refer to the Power Wheel graphic in the Appendix). Then to seek out ways to address this imbalance through the planning process and engagement.

One way is through representation. If the project team doesn't include representation from key stakeholder groups, address this. Invite community members to be part of the planning process or to be part of an advisory team. Bring in members of the community to work as project liaisons/ambassadors. Then draw on these community members to help shape and deliver engagement that better reflects and meets their community's needs.

3. Use a Variety of Formats

Using a range of communication and engagement methods, including online and in-person options, makes engagement more accessible and inclusive. When promoting events, use a variety of communication formats (e.g. social media, radio, print, lawn signs, promoting at events, community groups and networks). Similarly, for engagement, offer a range of options, including:

> Conducting online and in-person events.
> Hosting events at different times of the day and at different locations.
> Using small and large group methods.
> Employing different mediums, e.g. video, audio, graphic and text.
> Trying culturally specific formats, e.g. story-telling, music and art.

4. Go out into the Community

Meet community members where they are at. This is a good approach for all engagement, but particularly when trying to reach underrepresented communities. Ideas for how to do this include:

> Hold events in the community. For citywide projects or those without a geographic focus, consider holding events at multiple locations across the City or in a central location close to transit lines (SkyTrain and bus).
> Align with other City engagement, community events, festivals, or City programming.
> Present or host a session/booth at a meeting, conference or fair.
> Work with community liaisons/ambassadors who live in the area or are from the same ethnic or socio-economic community of key stakeholders.

5. Make Sure it's Reciprocal

Engagement needs to be mutually beneficial. How are participants benefiting from being involved? For the general public, with the means and abilities to take part, the benefits of influencing local decisions may be enough. For others, they may need compensation to reduce barriers to support their participation.

For some residents and groups, barriers and constraints to participating in engagement are very real. Participation may cause financial hardship (e.g. transportation and childcare costs, lost wages) or stretch their organizations capacity. To minimize or eliminate barriers try to be strategic and creative when thinking about the benefits of participating. When working with community groups and non-profit organizations, explore ways to provide support in exchange for dedicated time on an event agenda. For example, pay for event catering in exchange for 1 hour of time at an event. For youths or newcomers, consider providing a letter of reference. Or, for residents with financial barriers, consider compensation for participating. This tactic can be used for more focused engagement. It makes it feasible for residents to take part and demonstrates that their opinions and input matter.

Compensation Recommendations

Staff are developing suggested guidelines to identify situations where compensation is appropriate. Contact the Engagement Working Group for support in this area. Here are some general recommendations on supports that can reduce barriers to participation:

- Meals — provide snacks, meals or per diems, depending on the time and length of the event.
- Childcare — provide stipends or arrange onsite childcare.
- Transportation — transit passes, providing shuttles from organization hubs, or providing per diem.
- Gift Cards — ask recipients for gift card suggestions or provide several options to choose from, focusing on practical options, e.g., gift cards for groceries rather than coffee. In some cases gift cards can be purchased in advance and then distributed at event or mailed out afterwards.

6. Work with Project Ambassadors/Liaisons*

Many times, the best way to reach residents is through others who live in the community or who are experiencing similar circumstances. Project ambassadors are residents from specific population groups or geographic communities, who are trained to help conduct engagement. Project ambassadors (liaisons, representatives, champions) can be a win-win. The City benefits by reaching and hearing from a broader cross section of the community or from specific population groups. The project ambassadors benefit by developing engagement skills and being compensated.

*Note: The City is developing a more formal process for working with project ambassadors. Once this is developed it will be added to the Toolkit.

B. Focused Recommendations

These recommendations are intended for staff trying to reach one or more of the following specific underrepresented communities:

> Urban Indigenous People
> Immigrants and Refugees
> People on Low Income and Renters
> People with Disabilities
> Youth

As a living document, this section of the Toolkit can be expanded in the future to include other communities that are underrepresented in engagement, including:

> Land-based First Nations that have a connection to the land in Surrey since time immemorial
> Racialized People
> LGBTQ+

These recommendations were developed in collaboration with community members, as well as various organizations and committees working with and supporting these population groups, including the Surrey Urban Indigenous Leadership Committee, DIVERSEcity Community Resources Society, Surrey Local Immigration Partnership, Affiliation of Multicultural Societies and Service Agencies of BC, Skookum Labs, CityHive, Measuring Up Working Group, Surrey Women's Centre, Surrey Urban Mission, Self-Advocates of Semiahmoo, and Surrey Libraries. This section of the document can continue to be expanded as new information and approaches are identified.

Note: Keep in mind that the agencies and committees working with many of these population groups are often working with limited resources and/or are focusing their efforts on specific priority issues identified by the community. They may not have the capacity to be actively involved in engagement. For projects where they are drawn on for their expertise or partnered with to deliver engagement, ensure they are compensated or mutually benefiting from their involvement.

Urban Indigenous

Overview

Surrey is estimated to have the largest urban Indigenous population (13,000+) of any city in the province. Approximately 22% of Metro Vancouver's urban Indigenous population lives in Surrey (Census 2016). It is projected that Surrey's Indigenous population will be almost twice the size of Vancouver's by 2035.

In 2015 the Surrey Urban Indigenous Leadership Committee (SUILC) was formed to advocate for this large and growing urban Indigenous population. SUILC is a coalition of the Indigenous organizations operating in Surrey, as well as non-Indigenous organizations that have a significant connection to the Indigenous population.

Start with learning

Read: Implementing UNDRIP in BC: Perspectives of the Urban Indigenous Community in Surrey report

Start with building an understanding of the key issues facing Surreys' Urban Indigenous community. Over the past five years SUILC has conducted extensive community outreach. From this work four key priorities were identified. These priorities reflect key issues impacting the community and are critical to realizing SUILC'S collective vision for the City. These priorities are identified in the Implementing UNDRIP in BC: Perspectives of the Urban Indigenous Community in Surrey report.

Read: 'All Our Relations — A Social Innovation Strategy' and the 'Skookum Lab Progress Report 2018/2019'

Build on work done, rather than repeating it. Learn about past work by reading these two documents.

Read: SUILC Community Engagement Policy: Statement of Community Engagement, April 2020

In 2020, SUILC developed recommendations for engaging the urban Indigenous community in Surrey to help navigate the increased interest by City staff, organizations and other governments who want to better understand the needs and interests of Surrey's urban Indigenous population. They want to ensure engagement is meaningful rather than just ticking off a box. (SUILC Statement of Engagement).

Working with SUILC, the following engagement process was developed for City of Surrey staff.

Things to think about

- Let them decide. For so long, Indigenous people have not been involved in decision making and policy processes. It's important for staff to reach out to SUILC with engagement opportunities and let them decide whether or not they want to be involved.

Resources and contacts

Connect with SUILC. Put together the following information and share it with the SUILC Coordinator by email (Indigenousleadership@surrey.ca). The SUILC Coordinator will then determine what is the best method to connect with SUILC. This may be indirectly through a written submission or by presenting at one of the monthly SUILC meeting. From there, SUILC can provide feedback the proposed engagement and identify next steps.

Include the following items in the email submission to the SUILC Coordinator:

- Project description (purpose, scope, timeline, outputs, outcomes)
- Contact information
- Potential opportunities for how the project can address the four key priorities
- Engagement proposal that reflects the recommended methods for engagement
- What/how resources and engagement contributions will support Indigenous organizations
- How engagement results will be reported back to SUILC/community
- How input will help shape the project

Things to do. Promotion and engagement tools

- Partner with Indigenous organizations based in Surrey.
- Hire Indigenous consultants based in Surrey.
- Make it reciprocal. Look at how Indigenous organizations can benefit while supporting the project. For example, consider covering meeting expenses like food or room rental in exchange for time on the agenda, including a budget for participant honoraria or gifts, etc.
- Reimburse participants. Build in reimbursement (honoraria, gift cards, gifts) into project budgets. Also ensure that contributions are acknowledged in final written documents.
- Co-develop recommendations. Work together to analyze, interpret and present engagement findings.
- Put it in writing. Develop a formal partnership agreement outlining the proposed engagement or partnership and ensure that the appropriate Indigenous organizational staff sign it.

Immigrants and Refugees

Overview

Today, Surrey is one of the most diverse communities in the country. Over time, Surrey has become one of the most desirable locations for people immigrating to British Columbia (BC). Between 2011–2016, nearly one-fifth of all new immigrants and refugees that arrived in the province, settled in Surrey. In 2016, over 40% of the City's residents were immigrants (2016 Census). In the last five years, almost 46% of government assisted refugees arriving in BC made Surrey their home. This is more than any other municipality in BC. These residents are diverse and often intersect many different communities, including ethnicity, nationality, spiritual practices, languages, customs and cultures. They possess a wealth of knowledge and lived experience.

Start with learning

Read: **Surrey Immigrant Integration Strategy 2016–2019**

Read: **Surrey Refugee Integration Strategy 2017–2020**

Start with building an understanding of the key issues facing immigrants and refugees to Canada. Both strategies were developed by the Surrey Local Immigration Partnership. They reflect multiple years of research and consultation with residents, service providers and community organizations (Surrey LIP Strategy Plan).

Resources and contacts

- Surrey Local Immigration Partnership — surreylip@dcrs.ca
- Affiliation of Multicultural Societies and Service Agencies of BC (AMMSA) — amssa@amssa.org. AMMSA is the provincial umbrella association for immigrant and newcomer serving agencies in BC. The website has online resources and learning opportunities related to inclusion, diversity, settlement and integration.
- Surrey based settlement organizations (e.g.DIVERSEcity Community Resources Society, MOSAIC, Immigrant Services Society of BC, SUCCESS, Progressive Intercultural Society, Options Community Resources Society, Umoja Compassionate Society). These organizations may be able to help shape engagement plans and conduct outreach. Recognize that their capacity is limited, and they should be compensated for their involvement.
- Surrey immigrant settlement support agencies list — Get In The Know
- Library Champions — contact Ravi Basi RKBasi@surrey.ca. Library Champions is a program offered in Surrey and elsewhere in the Lower Mainland by NewtoBC, a library settlement initiative that connects newcomer immigrants and refugees with information and organizations.
- Surrey staff working with youth — youth@surrey.ca
- City of Surrey newcomer services and resources

Things to think about

- Value the unique knowledge that immigrants and refugees possess.
- Understand the role of power and privilege when working with predominantly racialized people. Historically or personally, they may have experienced or are experiencing ongoing racism, oppression, and violence (especially those experiencing forced migration). This needs to be acknowledged and addressed as part of engagement.
- Recognize that there are many barriers to engagement, including language, culture, power imbalances, lack of trust of government, and colonized conditioning of concept meanings (e.g. success and failure). Understand that culturally responsive engagement approaches are essential when working alongside community members who identify from an immigrant and refugee background.
- Recognize the different journeys these residents have taken to arrive in Surrey. Whether they chose to move to Surrey as immigrants or moved here out of necessity fleeing harm from elsewhere as refugees. Consider how this has shaped their settlement and livelihood.
- Ensure there is adequate funding for engagement prior to starting. If interpretation and/or translation support is needed, include that in the budget. Don't rely on community organizations or settlement organizations to provide this service without being compensated.
- Recognize the unique relationship settlement organizations have with these communities. Involve them in the engagement process.
- Don't assume peoples' ancestry, ethnicity, or that they have any other 'home country' apart from Canada.
- Learn about a community's history to better understand how they may have been excluded or harmed in the past. Remember that past harm shows up in intergenerational trauma and continues to have an impact through the present and into the future.
- Ensure engagement is transparent and reciprocal. Clearly communicate finding. When possible, work together to analyze, interpret and present engagement findings. At the start, identify how a project will benefit the community. During the process, demonstrate how input is shaping/shaped the project. Ideally, co-develop recommendations.

Things to do. Promotion and engagement tools

- Use a variety of communication (social media, ethnic media, print, etc.) and engagement (in-person, online, video, audio, graphics and text) formats. When possible, select a format used by that culture (e.g. story-telling, music, art).
- For written and verbal content try to communicate in plain language and remove technical wording and acronyms. Use an online text editor (e.g. Hemingway App) to make content easier to read and understand. Target Grade 8 reading level or lower. Replace text with graphics when possible in ads, event materials and presentations. When feasible translate materials.
- Work with community partners and settlement organizations. Develop easily sharable resources (pdf files, postcards, etc.) that can be shared by organizations with their members. Budget for their involvement.
- Participate in and support cultural events. Recognize that building awareness and trust will benefit engagement later.
- Consider working with multi-lingual ambassadors/liaisons. They can help at events, conduct surveys/interviews in the community, etc. while building their skills and capacities. Ensure they are recognized and compensated for their help through payment/honorarium.
- Keep it local and easy to connect with. Focus on local services and nearby projects.
- Select event space strategically. Find local, easily accessible, and welcoming spaces (community centres, libraries, possibly faith-based venues). When using faith or culture-based venues, ensure there is representation from those faiths/cultures on the project team. This will avoid any mistakes and misunderstandings as various religions and cultures have their own protocols.
- Try use local caterers who can provide cultural specific food.
- If the language used or words spoken during engagement cause harm, address it. Have a framework in place for this to ensure accountability. Identify how to respond, what to say, and how to follow up.

People on Low Incomes and Renters

Overview

People on Low Income — 15% of Surrey's population are people with low incomes (2016 Census data). Surrey's overall poverty rate is slightly lower than regional and provincial averages. Within Surrey, some neighbourhoods have much higher levels of poverty and higher rates of children and youth growing up in poverty, than others. Some population groups are especially vulnerable to poverty. Single parent families, one person households, people with disabilities, recent immigrants, refugees and Indigenous peoples are over-represented among those living in poverty. (Poverty Reduction Strategy). Statistics Canada calculates the income threshold that determines if a household is living in poverty. This calculation takes into consideration differences in family and household size, community size and incomes in community.

Renters — 29% of Surrey households rent their home. Renter households tend to have significantly lower incomes than owner households. In Surrey, the median income for renters is $47,965 and $92,614 for owners. In recent years, rents have been increasing in Surrey and vacancy rates have remained low. This has resulted in a shortage of rental housing stock, with available housing being unaffordable for many renter households. In 2016, one-third of renter households in Surrey had rents considered unaffordable for their income and 18% lived in overcrowded housing. It is estimated that 88% of all renters in Surrey live in secondary suites or in condo units or coach houses, rented from the owner. The remaining 12% live in rental apartment buildings.

Start with learning

Read: The Surrey Poverty Reduction Plan

Build an understanding of the key issues facing people on low incomes. The Surrey Poverty Reduction Plan was created in 2012. An updated plan will be available in late 2021 or early 2022.

Read: City's Housing Needs Report*

Read the report to learn about housing needs in Surrey, including a closer look at the issues and experiences of renters in Surrey. The Housing Needs Report will be available in late 2021. *DOCUMENT WILL BE AVAILABLE LATE 2021.

Things to think about

- The need to include renters in the conversation. There is a misconception that since renters do not pay property tax they shouldn't participate in civic issues. In fact, renters are indirectly contributing to property tax through their rent payments.
- Income is generally considered private information. Keep this in mind when are asking people to report their income. Consider asking people their housing tenure (renter or owner) instead. This question can be less threatening to ask and may be sufficient to ensure that people with lower incomes are being engaged.
- Financial barriers are a key impediment to engagement. Minimizing financial barriers is critical. Subsidize transit. Provide childcare or make events child-friendly. Provide food or food stipends. When possible, provide honorariums.

Resources and contacts

- Surrey Poverty Reduction Coalition. The Surrey Poverty Reduction Coalition (SPRC) was formed in 2012 to promote implementation of the Surrey Poverty Reduction Plan. The coalition includes representatives from business, health services, community service agencies, local government and population groups impacted by poverty. The SPRC may be a good first point-of-contact for staff. Based on the project scope or geographic area, SPRC can then direct staff to the relevant agencies.

Things to do. Promotion and engagement tools

- Tap into existing networks and channels. Promote online surveys and events through service provider networks (such as the Surrey Poverty Reduction Coalition) and the Surrey School District (e.g. newsletters or PACs).
- Use targeted social media campaigns to reach specific low-income neighbourhoods or population, by geography, age, etc.
- Consider using project ambassadors/liaisons to distribute surveys and/or assist with in-person engagement events. Select residents from specific low income neighbourhoods or population groups to be the community ambassadors.
- Minimize financial barriers to engagement by subsidizing travel costs, providing childcare or making events child-friendly, providing food or food stipends and when possible, providing honorariums.

People with Disabilities

Overview

In Metro Vancouver, 20% of people aged 15 or over identify as persons with disabilities (Canadian Survey on Disability, 2017.) Surrey has a higher-than-average population of individuals with disabilities and the highest percentage of individuals living with autism in BC.

Each time people with disabilities face barriers (social, physical or other) to engagement, they are prevented from shaping the community they live in and alienated from others in the City. We all have a role to play in ensuring that our communities are as accessible and inclusive for persons of all abilities.

Start with learning

Read: Community Events and Accessibility guide

The City has developed a one-page guide outlining physical and environmental recommendations for making community events accessible to everyone. The resource provides accessibility guidelines for venues/spaces, rooms and site set-up, signage, service animals and washrooms. It also identifies accessibility best practices.

Read: Accessibility Strategic Plan, Updated January 2021

The Strategy was developed by the City and identifies 6 strategic objectives and initiatives for improving accessibility. The strategy envisions Surrey becoming "the most accessible city in Canada".

Read: What is Universal Design: The 7 Principles, Centre for Universal Design, National Disability Authority

This portion of the Centre for Excellence in Universal Design's website provides an overview of universal design.

Things to think about

- Accessibility can't be an afterthought. To make engagement accessible, it needs to be embedded and prioritized in the engagement planning process from the start.
- Recognize that barriers come in many forms. In addition to physical barriers, there are communication, transportation, social and program-related barriers. These barriers can prevent residents with disabilities from participating in engagement. One way to help address this is by providing different engagement options, such as in-person and online options.
- Focus on designing engagement activities for universal use, rather than specially designing engagement for people with disabilities. By applying universal design principles to the design of engagement activities, they become accessible to a broader range of people, regardless of age, size or disability. Simply put, if it is accessible, convenient, easy and enjoyable to use, more people will participate, benefitting everyone, not just people with disabilities. (Centre for Universal Design)

Resources and contacts

- The Measuring Up Working Group (MUP) is a network of community leaders in Surrey who act as a resource for City initiatives related to accessibility. MUP was formed to increase accessibility, employment, recreation and volunteerism for people with a disability in Surrey. Connect with Tara Cleave, MUP chairperson for engagement and collaboration opportunities — (tcleave@surrey.ca).
- The City works closely with a number of disability service organizations, including:
  - Rick Hansen Foundation — Universal Design and built environment best practices
  - Kapwing Captions — Hard-Coded Captions to Videos
  - Canadian Braille Service — Brailled business materials, brochures and manuals
  - Maple Communications — Video Remote Interpreting Services (VRI)
  - Wavefront Centre for Communication Accessibility — Booking an ASL Interpreter, resources for the deaf community
  - CNIB — Resources for the blind and deaf-blind community
  - Canucks Autism Network — Resources for supporting individuals with autism
  - Communication Disabilities Access Canada — Resources and courses on accommodating people with language disabilities
  - Self-Advocates of Semiahmoo

Things to do. Promotion and engagement tools

Overall

> Hire an Accessibility and Universal Design Consultant or consult with an individual with lived experience based in Surrey. MUP is available for consultation and referrals to local professionals.
> For written and verbal content, communicate in plain language and remove technical wording and acronyms. Use an online text editor (e.g. Hemingway App) to make content easier to read, understand and be conveyed through different mediums.
> Provide agendas and/or key questions to participants before meetings so that participants have time to prepare their thoughts and comments.
> Ask participant in advance, such as at registration, if they require any accommodations or supports to ensure their full participation.
> Hire an American Sign Language (ASL) interpreter or real time captioning service for events, when participants have requested this service.

Online

> Ensure all online content is web-accessible. The surrey.ca website strives to be fully accessible to people with a range of abilities and those accessing the web using different devices, such as screen readers. This includes writing content in plain language, providing alternative text for pictures and graphics, making link text meaningful and providing closed captioning on videos.

Online meetings

> Allow time for people to respond by typing or composing their messages. They may be using Augmentative and Alternative Communication (AAC) devices.
> Ensure written content (including comments and questions submitted through online chats) is read-out during online sessions.
> Turn on live captions during MS Teams meetings. To do this, select ‘turn on live captions’ from the ‘more actions’ by clicking on the 3 ellipses. This feature is available in group calls (audio or video) with 3 or more people.

In-person

> Consider accessibility when selecting venues (parking, route from parking to venue, washrooms, etc.), laying out event space (adequate spacing between equipment/furniture, variety of seating options, different table heights, visibility of materials from seated position, etc.), and designing communication and engagement materials.
> Design printed materials using a sans serif font and a minimum font size of 12 (ideally 14). Ensure a high contrast between the text and the background.
> Ensure wayfinding signage is large, easy to read and visible from different heights (1 metre off the ground is the recommended height).
> Provide quieter conversation areas with seating, at large busy events.
> Have staff/volunteers available at events to provide support, including note-taking/writing for participants.
> Ensure walking tours and site visit routes are accessible and free of obstacles or barriers that could impede navigation by someone using an assistive device (curb cuts, sidewalks, etc.).

Youth

Overview

Surrey's population is young. In 2016, 25% of Surrey's residents were under the age of 20 and 38% were under the age of 30 (Census 2016). In 2016, Cloverdale had the largest percentage of residents under 20 years, with 27%. Most of the other communities in Surrey had a similar percentage of young people. City Centre had the least, with only 17%, however, this was offset by City Centre having the largest percentage of residents between the age of 20-34, at 29%. These young people reflect Surrey's diversity and offer a unique perspective on the City, informed by the different social, cultural and ethnic communities they belong to.

While youth are currently not well represented in engagement, research has shown they are eager and want to get involved in finding solutions to local problems. Involving youth in engagement, helps promote civic participation, builds skills and fosters relationships with other young people.

Start with learning

Read: The Community and Recreation Youth Engagement Handbook (YE Handbook)

The YE Handbook is the result of two years of work by the Surrey Youth Services team. It provides a framework and tools for conducting youth engagement. The work is based on best practices and case study examples in Surrey. The YE Handbook identifies 7 core youth services vision statements. While some are specific to recreation programming and services, most are relevant to all youth engagement.

Read: The Child and Youth Friendly City Strategy

The Strategy was developed to promote the healthy development of young people in the City. While completed in 2010, many of the finding and priorities remain relevant today. The Strategy identifies 10 goals for advancing the healthy development of youth in Surrey.

Resources and contacts

> Connect with Surrey staff working with youth to explore engagement opportunities, including working with youth leadership groups — youth@surrey.ca
> Connect with Surrey Libraries Teen Services Librarian — Kelly.Lau@surrey.ca
> Reach out to the Surrey School District or directly to high schools. Build relationships with school administration, teachers and counsellors.
> Reach out to post secondary institutions in Surrey — SFU (community-engagement@sfu.ca) and KPU.
> To reach a more diverse representation of youth, explore working with youth focused organizations, including settlement agencies, e.g. Pacific Community Resources Society, DIVERSEcity Community Resources Society, Progressive Intercultural Community Services, Solid State Community Industries, YMCA, Surrey School District (Welcome Centre).

Things to think about

> Recognize that the term 'youth' can refer to a broad age range from 12 to 30 years old. When planning youth engagement, be very clear on what age group is being targeted (high school or beyond or both). The United Nations defines youth as those between 15 and 24.
> Make it reciprocal. What skills, relationships, competencies and knowledge are youth developing by participating in engagement? How can they be compensated? Consider options like food, transportation vouchers, honorariums. What benefits can they gain from the experience or by working with the City? Explore options like providing a job reference or project completion letter, offering job shadowing experience or career development opportunities.
> Meet youth where they are at (schools, recreation centres, group homes, malls, etc.). Transportation is often a barrier for youth.
> Be clear on their role, the timeline, participation expectations, expected outputs, etc. Defining outcomes and outputs, helps youth see the value in engaging.
> Focus on building relationships and extending involvement, rather than one-off engagement.
> Plan with different socio-economic barriers, language skills, lived experiences and backgrounds in mind. Consider reaching out and working with different settlement and community organizations that have experience engaging with and supporting youth from different backgrounds.

Things to do. Promotion and engagement tools

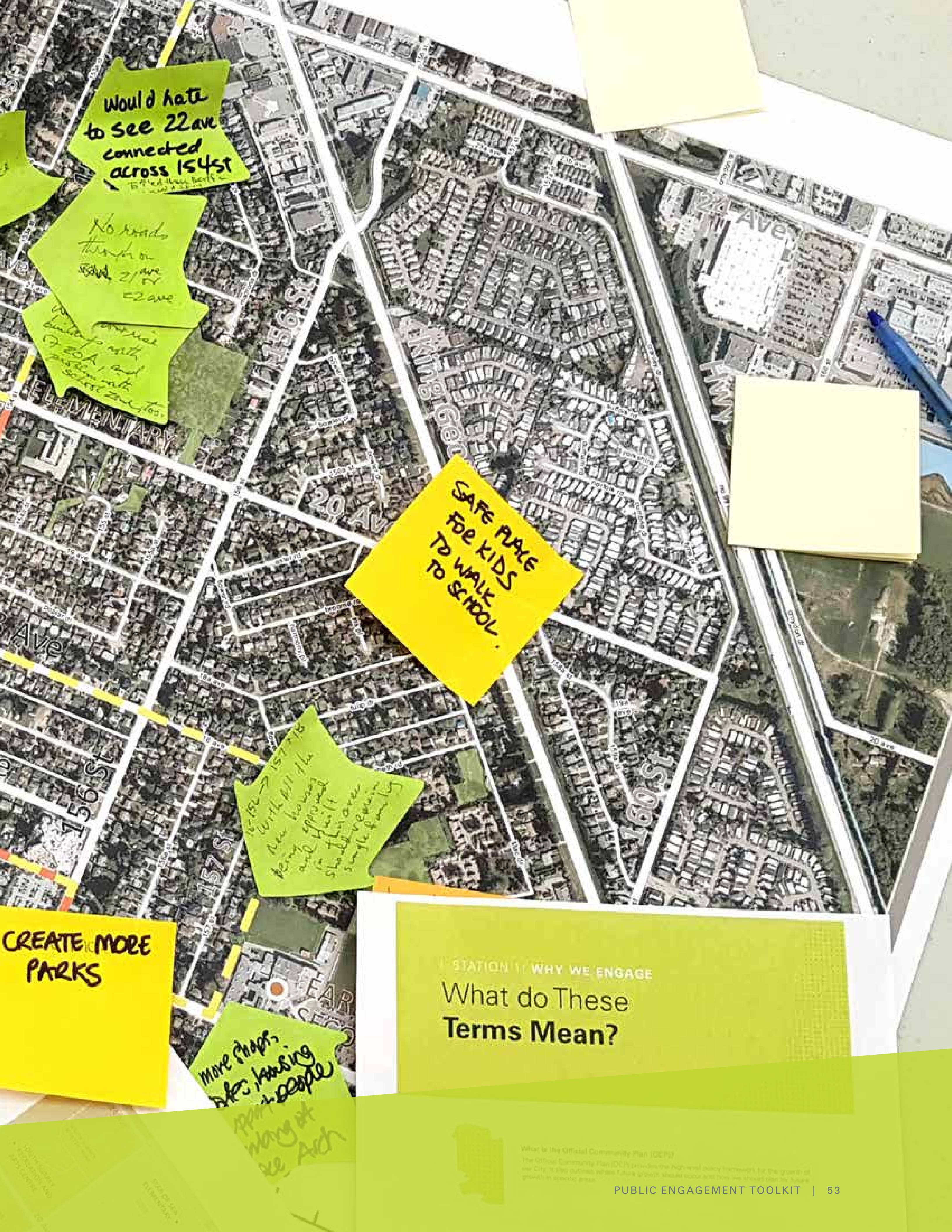
- Work with youth online and off to build awareness and promote events. This may include engaging local youth influencers on social media, using paid digital advertising to reach specific age groups, encouraging youth currently involved in programming to share information through their own channels, and identifying the social channels they are using and topics they are interested in to reach them where they already are.
- Offer incentives – volunteer hours, reference letters, rec 4 youth passes, bus passes.
- Look at developing a youth advisory council, mentorship program, or working with a class (elementary, secondary or post-secondary) for the duration of the project.
- Share and promote interdepartmentally– Surrey Libraries, Community Safety (SAFE project and partners), Recreation Centres, Surrey Parks, etc.
- Run interactive events, such as competitions, idea jams, hackathons, where winning solutions are implemented, and contributors could be compensated.
- Consider youth project champions. Empower youth to conduct outreach to the wider youth population. This could be to promote an event, conduct a survey, help run a workshop, etc.
- Explore partnering with Surrey Libraries, which has teen engagement built into its youth services model and key strategic initiatives. Teen programs provide an opportunity for youth to access free and low-barrier services. Teens are drawn to the library's resources such as free wi-fi, computers, printing, and study spaces. In the past Surrey Libraries has partnered with City staff for secondary school outreach and events. Surrey Libraries regularly partners with non-profit agencies, for profit groups and members of the community to present co-sponsored programs that align with its strategic goals and objectives. These co-sponsored programs are offered free of charge and are open to the public.

Marginalized and At-Risk Youth

When engaging marginalized and at-risk youth, different engagement strategies should be used that are sensitive to and designed specifically for these population groups. There are a number of organizations in Surrey that work with and support this population group. Explore reaching out and partnering with organizations, such as the following:

- Surrey School District — SafeSchools, Community Schools Partnership
- Pacific Community Resources Society (PCRS) — outreach and youth hubs
- OPTIONS Community Services
- DIVERSEcity Community Resources Society
- Surrey Crime Prevention Society
- Yo Bro | Yo Girl Youth Initiative


Community starts with You
Places Spaces and You
148 St
152 St
20 Ave
Rethink the big hill park off Southmere + Martin
KEEP THIS PARK AS IS!!
SEMIAHMOO SHOPPING CENTRE
BAKERVIEW PARK
154 St
16 Ave (Nort
17 Ave
Extension Areas
DON'T WANT 152A ST OPENED TO 16th AVE, NO ACCESS TO GET OUT APT.
RETHINK? WHY? DO NOT OVERTHINK! A YES!
PICTURE ↓ WE A
Feb 28, 2019 Semiahmoo Public Open House Information
What's this meeting about?
So what do I do


Would hate to see 22ave connected across 154st
24 Ave
20 Ave
SAFE PLACE FOR KIDS TO WALK TO SCHOOL
156 St
160 St
CREATE MORE PARKS
STATION 1: WHY WE ENGAGE
What do These Terms Mean?

All appendix items can be found on the Public Engagement Staff Hub

Surrey's Public
Engagement Toolkit

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