



Council - Staff Workshop

AGENDA

April 15, 2025

5:00 P.M. - 8:00 P.M.

COUNCIL CHAMBERS – CIVIC SQUARE

All Meetings can be viewed at:

City of Welland website: <https://www.welland.ca/Council/LiveStream.asp>

Pages

1. **PARKS, RECREATION & CULTURE MASTER PLAN - (5:00 P.M. - 6:00 P.M.)**
Presented by LEES & Associates Megan Turnock and Amanda Gebhardt
 - 1.1 This workshop will be led by our consultants, Megan and Amanda, who will facilitate a structure discussion to gather insightful feedback from Council members. We will review the progress achieved since the implementation of the 2019 plan, reflecting on the changes that have occurred over the years. Additionally, we will identify emerging challenges and opportunities that should be considered in shaping the future direction of Parks, Recreation and Culture in Welland.
2. **NOTICE OF MOTIONS - REALITIES, CHALLENGES & PATH FORWARD - (6:00 P.M. - 7:00 P.M.)**
Presented by Tara Stephens, Director of Legislative Services/City Clerk
 - 2.1 This presentation will provide Council with an overview of the operational, legal, and service-level impacts of Notice of Motions (NOMs). As NOMs have increased in volume and complexity, they have placed growing pressure on staff resources and delayed other Council-approved priorities. The presentation will share examples, outline current challenges, and propose potential process improvements—such as intake guidelines, sunset provisions, and updates to the Procedural By-law—to help ensure NOMs remain an effective governance tool aligned with organizational capacity.

3. PUBLIC ENGAGEMENT - (7:00 P.M. - 8:00 P.M.)

Presented by Marc MacDonald, Chief Communications & Public Engagement Officer

3.1 This session will build on the information previously presented to Council on Public Engagement and the IAP2 model. It will focus on clarifying Council's role in Public Engagement, addressing common misconceptions, and developing strategies to plan for and respond to these challenges effectively.

4. ADJOURNMENT

Welland Parks, Recreation and Culture Master Plan.

Mid-term Check-in and Update

LEES
ASSOCIATES
LANDSCAPE ARCHITECTS + PLANNERS

Council Workshop
April 15, 2025

Agenda.

- **Introductions and Workshop Purpose**
- **Project Overview**
- **Progress Update**
- **What's Changed? + Discussion**
- **Vision and Goals + Discussion**
- **Measuring Success + Discussion**
- **Closing Remarks**



Introductions.



Megan Turnock
Principal
LEES+Associates



Amanda Gebhardt
Practice Lead
LEES+Associates

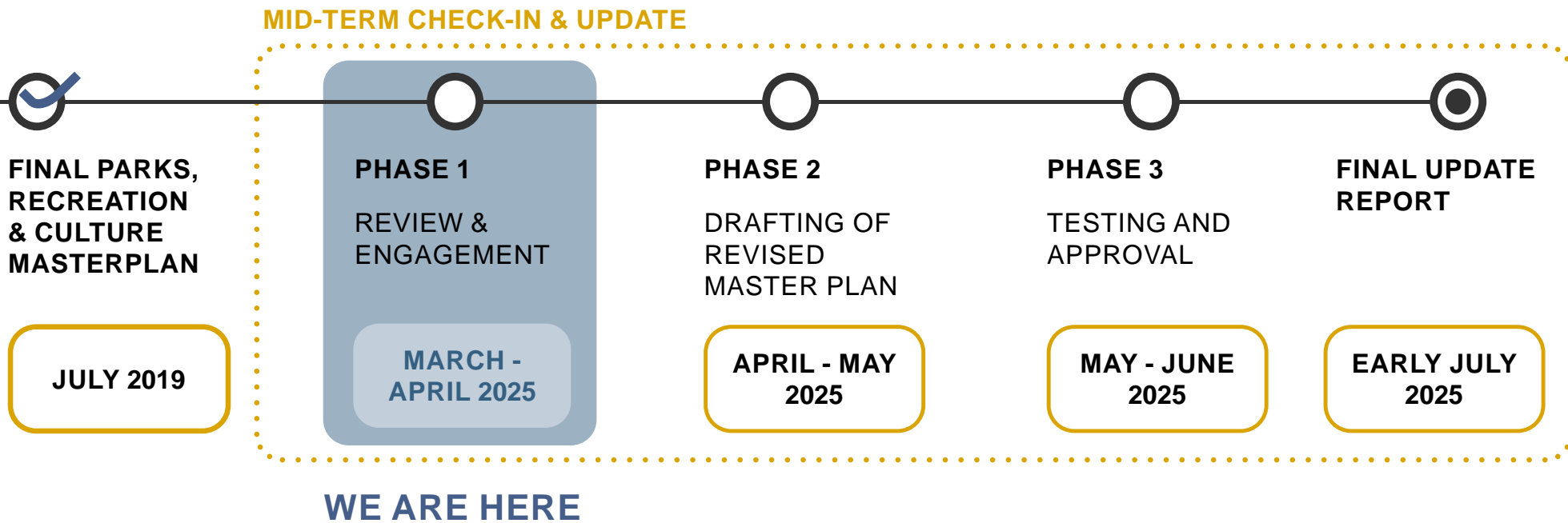
Workshop Purpose.

- Provide an update on PRCMP progress and key actions.
- Present preliminary findings on changes and trends.
- Identify new challenges and opportunities.
- Understand Council's vision to align strategic priorities with community needs.
- Define success metrics to track and evaluate the impact of this project.

Scope of Work

- Conduct background review to determine progress and see how conditions have changed.
- Define national and regional trends in parks, recreation, and culture related to Welland.
- Public and Interest-holder engagement to determine community needs
- Assessment of service levels, gap analysis and recommendations.
- Final Report

Project Overview.



Progress Update.

Success Stories

2019 Vision and Priorities

Recommendations Overview

Report Card Review



Progress Update.

Success Stories

PARKS

2020 The new *Rotary Park* opens as part of the Waterfront Redevelopment Project

2024/25 Construction underway and nearing completion at *The Cove in Dain City*

2021 Upgrades underway at *Maple Park*

2023 Grand opening of the new *Sparrow Meadows Park*

2024 *STEM Programs* now offered at Welland Community Centre

2024 The newly renovated *Memorial Park Pool* reopens.

2024 Launch of the *Welland Art Scene* online interactive map

RECREATION

2019 Completion of the *Community Trails Strategy*

2022 Grand Opening of *Empire Sportsplex*

2022 New *LGBTQ2+ Advisory Committee* is formed

2024 *Asset Management Plan*

CULTURE

+100 Events hosted or supported by the City of Welland.

2023 *Community Grants Program* supports local non-profits and community organizations.

2019 Parks, Recreation, and Culture Master Plan

Vision

*Connecting
Creativity & Play*



Recommendation Categories:

- | | |
|------------------------------------|---|
| City Programs | Trails Systems |
| Volunteer Capacity | Aquatics and Fitness |
| Partnership | Gymnasiums |
| Marketing and Communications | Sports fields |
| Inclusivity | Outdoor Sport Courts |
| Youth | Playgrounds |
| Older Adults | Arts and Cultural Space |
| Welland Recreation Corridor | Public Art |
| Future Parkland Needs | Festivals and Events |
| Horticulture and Community Gardens | Resourcing Arts and Culture |
| Off-Leash Areas | Monitoring and Updating the Master Plan |

Progress Update.

PRCMP Recommendations

- City Staff and Planning Team worked together to create a **Report Card**
- 47 Recommendations
- 36% are Complete
- 49% are in Progress



COMPLETE

Recommendations “Completed” or “Sufficiently Actioned” and ongoing.

Category	Reference	Recommendation	Actions Taken
City Programs	Recommendation #1	Requests for facilities and services should be evaluated based on anticipated municipal role, quantifiable measures of demand and costs to the City.	<ul style="list-style-type: none"> Corporate Partnership policy presented for Council approval in March 2025.
Volunteer Capacity	Recommendation #2	Continue to support Welland’s volunteer sector through appropriate community development and capacity building initiatives.	<ul style="list-style-type: none"> Neighbourhood Association Policy and Program presented for Council approval in March 2025. Social Media Campaigns
Partnership	Recommendation #6	Proactively seek partnerships with parks, recreation and cultural service providers.	<ul style="list-style-type: none"> Active partnerships include YMCA, Notre Dame Catholic High School, SNRC, Row Ontario, SNCC, District School Board of Niagara, YSP, Welland Jackfish, Brock University, Niagara College, etc.
Inclusive	Recommendation #10	Engage in ongoing dialogue with representatives of LGBTQ+ communities to understand the parks, recreation and cultural needs of marginalized populations.	<ul style="list-style-type: none"> Ongoing LGTBQ2+ advisory committee was formed to engage in the Events Collective in an advisory capacity.

Progress Update.

COMPLETE

Category	Reference	Recommendation	Actions Taken
Youth	Recommendation #11	Develop additional youth-specific drop-in and registered programs.	<ul style="list-style-type: none">• <i>Youth Innovations</i> has added amenities including a lending library, stage, tutoring, meeting space, etc.
Older Adults	Recommendation #12	Work with older adult service partners to better understand and improve their experience.	<ul style="list-style-type: none">• Ongoing
Welland Recreation Corridor	Recommendation #16	Establish a Full-Time Staff position to oversee programs and infrastructure within the Welland Recreational Corridor and the Welland International Flatwater Centre.	<ul style="list-style-type: none">• Position added to support infrastructure and maintenance requirements.
Aquatics and Fitness	Recommendation #26	Engage the YMCA of Niagara to discuss ways to address aquatic programming needs.	<ul style="list-style-type: none">• Partnership agreement in place.

Progress Update.

COMPLETE

Category	Reference	Recommendation	Actions Taken
Aquatics and Fitness	Recommendation #27	Dedicate a full-time staff person to administer, program, and promote the City of Welland's indoor and outdoor pools.	<ul style="list-style-type: none">Position added: Supervisor of Recreation and Aquatics
Aquatics and Fitness	Recommendation #29	Review the recommendations of the ongoing Outdoor Pool Rationalization Study to confirm the future course of action for outdoor aquatic services.	<ul style="list-style-type: none">Pool redevelopment completed at Memorial Park.
Gymnasiums	Recommendation #31	Work with pickleball organizations to explore options that facilitate access to additional times at municipal and non-municipal gymnasiums/halls.	<ul style="list-style-type: none">Pickleball courts at Maple Park & Empire Sportplex operational.
Sports fields	Recommendation #33	Re-engage ball diamond user groups to reconfirm ball diamond plans proposed for Memorial Park.	<ul style="list-style-type: none">User group usage evaluated for current fields to determine if additional fields were warranted in 2021.

Progress Update.

COMPLETE

Category	Reference	Recommendation	Actions Taken
Outdoor Sport Courts	Recommendation #34	Construct a minimum of four outdoor pickleball courts as part of implementing the Rotary Club of Welland Park redevelopment project.	<ul style="list-style-type: none"> Completed as part of the Empire Sportsplex.
Outdoor Sport Courts	Recommendation #36	Engage the beach volleyball community to determine whether sand courts would be supported in the Welland Recreational Corridor.	<ul style="list-style-type: none"> Completed as part of the Empire Sportsplex.
Arts and Cultural Space	Recommendation #40	Pursue greater inter-departmental collaboration between the Recreation & Culture Division, the Parks Division, and the Welland Public Library to coordinate program planning and delivery.	<ul style="list-style-type: none"> Program coordinators from the City and Library work together to reduce duplication and improve options in the community.
Monitoring the Master Plan	Recommendation #47	Revisit Recommendations contained in the Parks, Recreation & Culture Master Plan that will be affected by the Provincial Bill 108.	<ul style="list-style-type: none"> In August 2022, City Council adopted bylaw 2022-149 on Parkland Dedication in accordance with Bill 108.

Top Priorities Identified in 2019

1. Coordinating Planning & Service Delivery within the Welland Recreational Corridor
2. Creating an Arts & Cultural Resource Centre in the Downtown
3. Strengthening Departmental Promotion & Marketing Efforts
4. Positioning Parks & Trails for the Future
5. Preparing a Comprehensive Festivals & Events Strategy

IN PROGRESS

1. Coordinating Planning & Service Delivery within the Welland Recreational Corridor

Category	Reference	Recommendation	Actions Taken
Welland Recreation Corridor	Recommendation #13	Initiate a second phase study for the Welland Recreational Corridor that tests public opinion and the business case to create a “leisure zone” for non-motorized marine uses.	<ul style="list-style-type: none"> Phase 1 & 2 initiatives were completed based on the 2017 survey. Parking and beach front feature at Rotary Park is approved for detailed design. Construction anticipated for 2026.
Welland Recreation Corridor	Recommendation #14	Investigate the feasibility of a competitive rowing course within the southern portion of the Welland Recreational Corridor for provincial and regional use.	<p>COMPLETE</p> <ul style="list-style-type: none"> Infrastructure in place between the two courses .
Welland Recreation Corridor	Recommendation #15	Invest in outdoor aquatics and fitness infrastructure within the Welland Recreational Corridor.	<ul style="list-style-type: none"> Leadership programs created. New partnerships for nordic walking, and outdoor fitness infrastructure in progress.

IN PROGRESS

2. Positioning Parks & Trails for the Future

Category	Reference	Recommendation	Actions Taken
Future Parkland Needs	Recommendation #17	Acquire new parkland in future development areas for City-wide and Neighborhood-level parks.	<ul style="list-style-type: none"> Sparrow Meadows (2023) Dain City Parks - Cove (2025) Anchor Park and Central Village parkettes underway.
Future Parkland Needs	Recommendation #18	Complete decommissioning, approvals, and conversion of Atlas Landfill into City-wide park.	<ul style="list-style-type: none"> Vista Park is currently under review for next steps. Need to engage and validate 2017 concept plan.
Future Parkland Needs	Recommendation #19	Integrate comfort elements in park and trail development to encourage public use.	<ul style="list-style-type: none"> Chippawa, Chaffey, Cooks Mills, Elmwood, Glenwood, Rotary Park Plymouth and Memorial Baseball Diamonds, River Boat Launch. All new developments.
Trails Systems	Recommendation #24	Prepare and implement a Trails / Active Transportation Master Plan.	<ul style="list-style-type: none"> Community Trails Plan Complete. Implementation underway.
Trails Systems	Recommendation #25	Publish a Welland Trails Map that clearly identifies current trail routes in relation to other major destinations in the City.	<ul style="list-style-type: none"> Underway. Anticipated Completion 2025.

IN PROGRESS

3. Creating an Arts & Cultural Resource Centre in the Downtown

Category	Reference	Recommendation	Actions Taken
Arts and Cultural Space	Recommendation #39	Establish an arts and cultural resource centre downtown.	<ul style="list-style-type: none">Welland Art Gallery positioned to take on this role.

COMPLETE

4. Strengthening Departmental Promotion & Marketing Efforts

Category	Reference	Recommendation	Actions Taken
Marketing and Communications	Recommendation #8	Create a Staff Position that is responsible for the coordination of marketing and awareness initiatives for programs, events, and sponsorship/rental opportunities.	<ul style="list-style-type: none">PT/FT Event Assistant position created in 2023.

IN PROGRESS

5. Preparing a Comprehensive Festivals & Events Strategy

Category	Reference	Recommendation	Actions Taken
Festivals and Events	Recommendation #43	Prepare a comprehensive Festivals & Events Strategy that defines the role and responsibilities of the City of Welland in delivering and facilitating events.	RACI for City organized and Third party organized events to be completed in 2025. Strategy to follow, no funding committed to date.

Additional Recommendations in Progress:

IN PROGRESS

High Priority

Category	Reference	Recommendation	Actions Taken
Future Parkland Needs	Recommendation #20	Install interpretive and wayfinding signage using the municipal brand.	<ul style="list-style-type: none">• New branding is being implemented across all facilities.• Signage audit is underway.
Playgrounds	Recommendation #37	Construct one natural playground at a Regional or City-Wide Park.	<ul style="list-style-type: none">• Under consideration for Merritt Island, Lock & Quay Development, and in the Northwest Secondary area.
Monitoring and Updating the Master Plan	Recommendation #46	Track progress and update the Parks, Recreation & Culture Master Plan	<ul style="list-style-type: none">• We are here. Update underway.

IN PROGRESS

Medium Priority

Category	Reference	Recommendation	Actions Taken
Volunteer Capacity	Recommendation #3	Convene training opportunities for local volunteer organizations.	<ul style="list-style-type: none"> Actively engaged with local service clubs to address membership recruitment challenges.
Volunteer Capacity	Recommendation #4	Organize annual forums for volunteer and community organizations delivering parks, recreation and culture services in Welland.	<ul style="list-style-type: none"> Upcoming in April 2025
Partnership	Recommendation #5	Regularly meet with partners to discuss implementation and strengthening of partnership agreements.	<ul style="list-style-type: none"> Draft partnership policy report to Committee Feb 25, 2025.
Partnership	Recommendation #7	Develop a standardized process or framework for evaluating and responding to requests for partnerships.	<ul style="list-style-type: none"> Awaiting approval of Corporate Partnership Policy

IN PROGRESS

Low Priority

Category	Reference	Recommendation	Actions Taken
Inclusive	Recommendation #9	Continually review participation in the Wellness For All program and raise awareness of financial assistance programs.	<ul style="list-style-type: none">• Ongoing program
Off-Leash Areas	Recommendation #23	Investigate potential sites for a second off-leash area in the northern half of Welland.	<ul style="list-style-type: none">• Locations under consideration.
Outdoor Sport Courts	Recommendation #35	Construct a total of three multi-use courts (basketball/tennis combination) in the North West Welland Secondary Plan, Memorial Park and St. George Park.	<ul style="list-style-type: none">• New courts at Empire Sportsplex.• Additional locations under consideration.

Recommendations that have not been initiated or need to be reconsidered:

Progress Update.

NOT STARTED

Category	Reference	Recommendation	Status
Horticulture and Community Gardens	Recommendation #21	Formalize a volunteer-driven approach to establishing community allotment gardens.	No groups interested at this time.
Horticulture and Community Gardens	Recommendation #22	Engage local horticultural organizations to develop and deliver intergenerational gardening programs.	Need to confirm community priority.
Gymnasiums	Recommendation #30	Explore joint or reciprocal use agreements to meet target service level.	Under consideration.
Sports fields	Recommendation #32	Construct two new natural grass rectangular fields.	Under consideration.
Arts and Cultural Space	Recommendation #38	Promote arts, culture and heritage activities within public spaces by employing a comprehensive strategy.	Additional budget required.
Public Art	Recommendation #42	Create a wall for street paintings/graffiti art within downtown Welland and/or the Welland Recreational Corridor.	Need to confirm community priority.
Resourcing Arts and Culture	Recommendation #45	Connect the City's arts and cultural facilities, events, and programming through advertising and promotion, signage, and integration with physical infrastructure.	Under consideration.



What's Changed?

Community Profile Update

Trends in Parks, Recreation and Culture

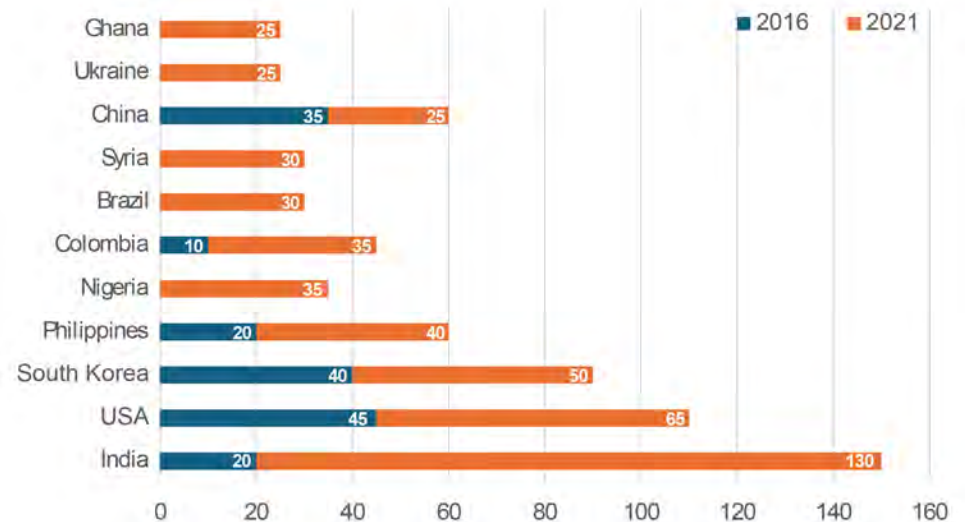
Revisiting Vision and Priorities

Measuring Success

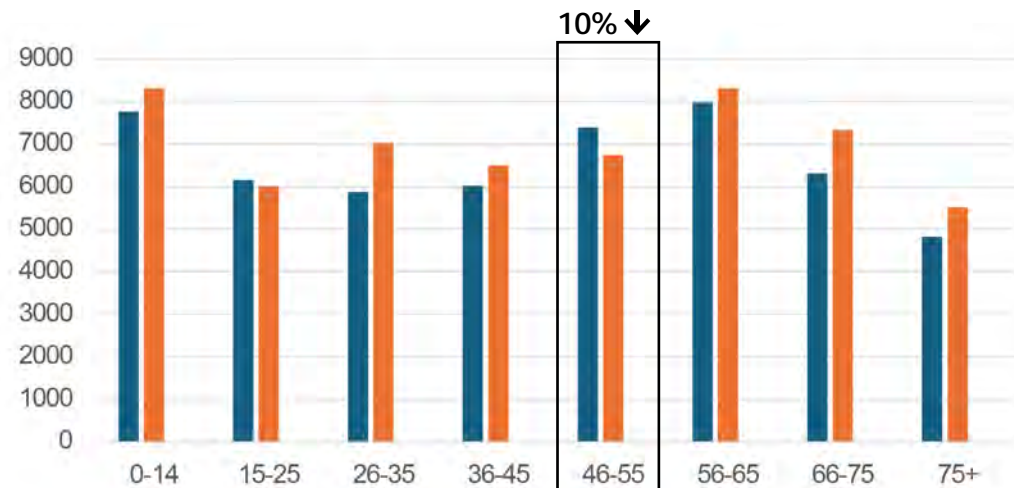
What's Changed?

Community Profile

- More immigrants are arriving from India - 650% increase since 2016.
- Welland has an overall older age demographic.
- Middle-age resident populations appear to be dropping, while youth, early career adults, and retirees are increasing.



Places of Birth - Recent Immigrants



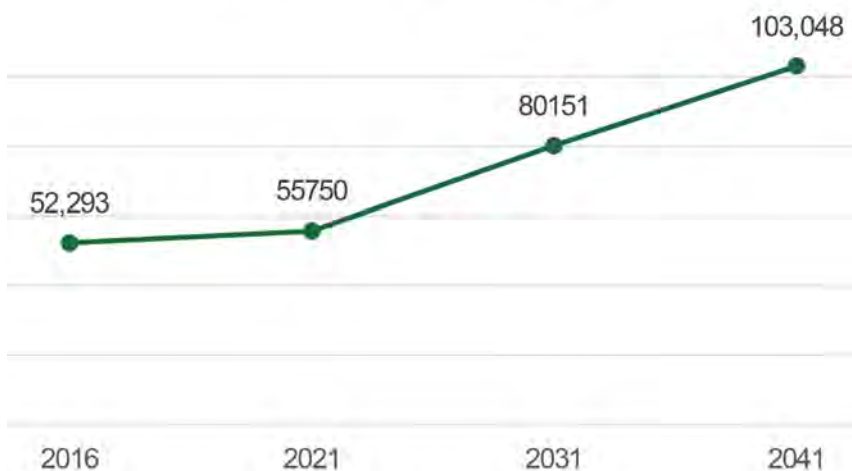
Age Distribution 2016 - 2021

What's Changed?

Community Profile

- The City of Welland is growing at a rate higher than projected in the 2019 Official Plan.

City of Welland Population Projections



- Provision for City-Wide and Neighbourhood parks is anticipated to be a challenge.

PARKLAND PROVISION
(HECTARES/1000 PEOPLE)

CLASSIFICATION	TARGET	2021	2031	2041
NEIGHBOURHOOD PARK	1	1.45	1.36	0.95
CITY-WIDE PARK	2.6	1	0.95	0.66
REGIONAL PARK	0.4	3.14	2.18	1.70
TOTAL	4.0	5.54	4.21	3.16

What's Changed?

2024 Corporate Asset Management Plan

- Many parks and recreation assets noted to be in “Poor” or “Very Poor” condition.
- Asset Management needs are increasing.

ASSET	AVG. CONDITION	REPLACEMENT VALUE
SPORT FIELDS AND COURTS	POOR	\$10.62 MILLION
AMENITIES	FAIR	\$20.66 MILLION
SIDEWALK	GOOD	\$3.8 MILLION
PARKING	FAIR	\$5.53 MILLION
TOTAL		\$40.6 MILLION

Assets Requiring Attention

- Burgar Park
- Cook Mills Park
- Maple Park
- Plymouth Park
- St. George Park Pavilion
- Jack Ballantyne Memorial Arena
- Welland Baseball Stadium



What's Changed?

2 Community
Pop-up Events
@ WCC on April 8-9

1 Interest-holder
Drop-in Event
@ WCC on April 10

Public Online
Survey
April 7-24

Staff Workshop
April 16

Council Workshop
April 15

What We Heard

- Summary of Community Feedback

What's Changed?

What changes have you seen in the community in the last 5 years?

What direction is City parks, recreation and culture heading?

What's Changed?

Trends



Passive and Informal Uses



Traditional vs. New Recreation Activities



Fitness, Health and Wellness



Multifunctional and Adaptable Amenities



Expanding Arts and Culture Sector



Climate Resilience



Data-Driven Management and Infrastructure Renewal



Declining Volunteerism and Community Funding

What's Changed?

What new challenges or opportunities should be considered?

Revisiting the 2019 Vision and Goals

Connecting Creativity & Play

Top Priorities Identified in 2019

- Coordinating Planning & Service Delivery within the Welland Recreational Corridor
- Creating an Arts & Cultural Resource Centre in the Downtown
- Strengthening Departmental Promotion & Marketing Efforts
- Positioning Parks & Trails for the Future
- Preparing a Comprehensive Festivals & Events Strategy

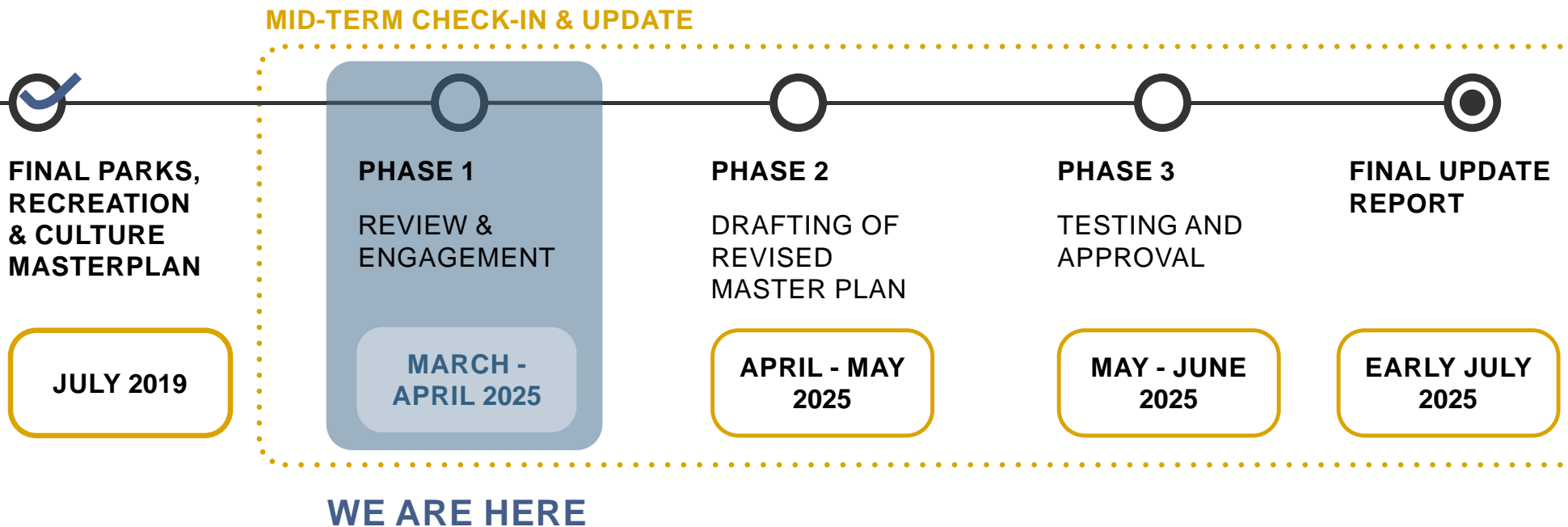
What measures of success should be considered?

Of the things we discussed today, what stands out to you the most?

Key takeaways

- The PRCMP has been an effective strategic planning and progress monitoring tool to date.
- Needs and service levels are anticipated to change as Welland grows and becomes increasingly diverse.
- Engagement will inform the assessment of service levels, gap analysis and recommendations.
- The update report will provide recommendations that support a vision for parks, rec. and culture over the next 5-10 years.

Next Steps.





April 15, 2025

Notice of Motions – Realities, Challenges & Path Forward

Tara Stephens
Director of Legislative Services/City Clerk



Purpose of Today's Presentation

- Educate on operational realities of NOMs and Outstanding Summary items
- Seek alignment on ways to improve the process
- Ensure NOMs remain an effective governance tool
- Present ideas for procedural updates and future planning



Objectives

- Understand current resource limitations
- Identify service level impacts
- Discuss procedural improvements
- Avoid unintended legal risks (“stepping on a legal rake”)
- Explore the sunseting of NOMs at the end of the Council term

Council Term	Total Remaining NOMs/Outstanding Items
2012 – 2018	4
2018 – 2022	14
Current Term (2022 – 2026)	37

Current State

- **Growing volume of NOMs**
- **Resources are stretched – ALL Divisions across corporation**
- **No formal intake process or pre-screening mechanism**
- **Some NOMs result in minimal outcomes, others are highly complex**



NOMs by the numbers (current council term)

Total NOMs Submitted since 2022 Municipal Election: 111

% requiring cross-departmental input: 65 – 70%

% leading to policy change: 15 – 20%

Average staff hours per NOMs (est.): 15 – 25 hours



Operational Impacts

Case Example 1: Brownfield Employment Lands Strategy

Background:

- Referred to staff in March 2021.
- Requested a city-wide strategy to identify and assess non-productive brownfield employment lands and develop options for acquisition, servicing, and reactivation.
- Coordination required: CAO's Office, Planning, Economic Development, Finance, Legal, and external consultants.

Case Example 1 - Continued

Time Invested	
Departments Involved	
Status	
Align with Strategic Plan	
Staff Resource Implications	
Legal Review	
Timeline	



Operational Impacts

Case Example 2: Urban Farming as Part of the Official Plan Review

Background:

- Motion from April 2021 directed staff to include urban farming strategies in the OP review.
- Requires planning policy review, legal alignment with zoning, stakeholder and community consultation.

Case Example 2 - Continued

Time Invested	
Departments Involved	
Status	
Align with Strategic Plan	
Staff Resource Implications	
Legal Review	
Timeline	

Legal & Policy Considerations

- Risk of procedural errors or missteps
- Inadvertent impacts on existing policy or statutory obligations

NOMs that affect zoning, land use, or community amenities often require legal review — especially if they create precedents or conflict with provincial policy (e.g., greenbelt, employment lands).

Examples:

- **Ref. 21-9:** Strategy for acquiring federal Seaway lands. High legal complexity, acquisition strategy, potential for litigation if expectations aren't aligned.
- **Ref. 20-82:** Employment Land Conversion – impacts employment land protections under provincial growth policies.
- **Ref. 21-30:** Encampment-related motions must consider Charter rights and obligations under housing/human rights law.



Interactive Scenario

Direct Staff to explore options for converting underused commercial plazas into affordable housing, including rezoning, incentives, and potential partnerships.

Walkthrough: “If you were staff...”

- Time/resources needed
- Risks or conflicts
- Whether it could be handled another way



Key Issues & Risks

- Unprioritized workload for staff
- Misalignment with Council's strategic priorities
- Service level impacts on core responsibilities
- Legal exposure

What Could We Be Doing Instead?

01

**Focusing on Council's
Strategic Goals**

02

**Proactive Reports from
Staff**

03

**Investing staff time
where it drives greatest
impact.**



Options for Process Improvement

01

Introduce pre-submission consultation with staff

02

Establish criteria for NOM significance or complexity

03

Incorporate prioritization or deferral options

04

Require alignment with Strategic Plan or Budget



Service Level Impacts

What's being delayed or deprioritized because of NOMs?

1. Legislative Updates & Compliance
2. Council-Approved Operational Projects
3. Policy Reviews and Development
4. Departmental Strategic Priorities
5. Staff Time Diverted from Front-Line Service
6. Missed Funding or Partnership Windows
7. Burnout & Bottlenecks



Procedural By-law Considerations

Proposed additions to the procedural by-law:

- Definition of NOM intake
- Pre-submission review process
- Sunset clause: Remove NOMs if the mover is not re-elected (option to carry forward if re-elected)



Summary of Proposed Improvements

Resource clarity and intake process

Avoid legal risks through process alignment

Sunset mechanism at term end

Updated expectations in Procedural By-law

Next Steps

01

**Feedback from Council –
What resonates? What
Concerns remain?**

02

**Are you open to
revisiting how NOMs are
submitted?**

03

**Should staff return with a
draft procedural by-law
update?**



Thank You!

Have any questions for us?





CITY OF
Welland

April 15, 2025

Advancing Public Engagement in Welland

A new way forward

What Public Engagement */s*



Public engagement is the process of involving residents, interest holders, and community members in decisions that affect them—ensuring their input helps shape policies, projects, and services. It’s about building trust, improving transparency, and making better, more inclusive decisions.

What Public Engagement *Is Not*



- Not just informing
- Not a vote or popularity contest
- Not a one-time event
- Not just checking a box
- Not handing over full control
- Not social media comments or likes
- Not a substitute for decision -making
- Not only for the loudest voices

Where is the City of Welland with engagement?

- We're not new, but we're at the early stages.
- We've engaged with the public and interested parties, but not always with intention.
- We're focused on stronger, more consistent, and clear engagement.



What have we done to engage?

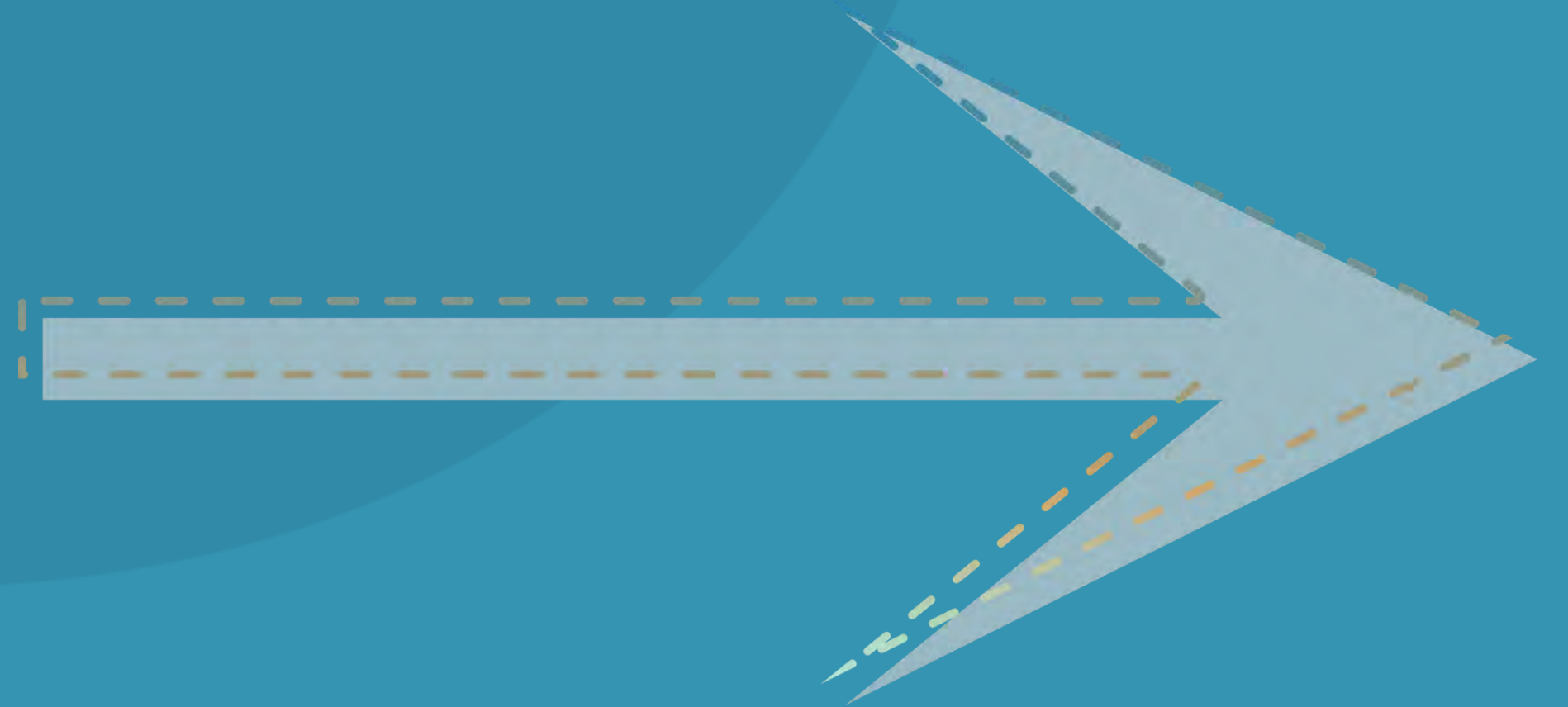
- Surveys
- Open houses
- PICs
- In-person events
- Pop ups



What would you like to see us do more of when engaging?



Where are we going with engagement?



What will guide our engagement?

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Increasing levels of public impact

Yellow = public Blue = city



Inform

City informs of project, progress, alternatives and/or solutions.

Promise to the public

We will keep you informed.

For example:

City publications



Consult

City acknowledges concerns on analysis, issues and alternatives

Promise to the public

We will keep you informed, listen to and acknowledge concerns, and provide feedback.

For example:

Public workshops



Involve

Project decisions reflect ideas and concerns of the public.

Promise to the public

We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

For example:

Public feedback



Collaborate

Public ideas will be in the decisions as much as possible.

Promise to the public

We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.

For example:

Task force



Empower

The final decision will be in the hands of the public.

Promise to the public

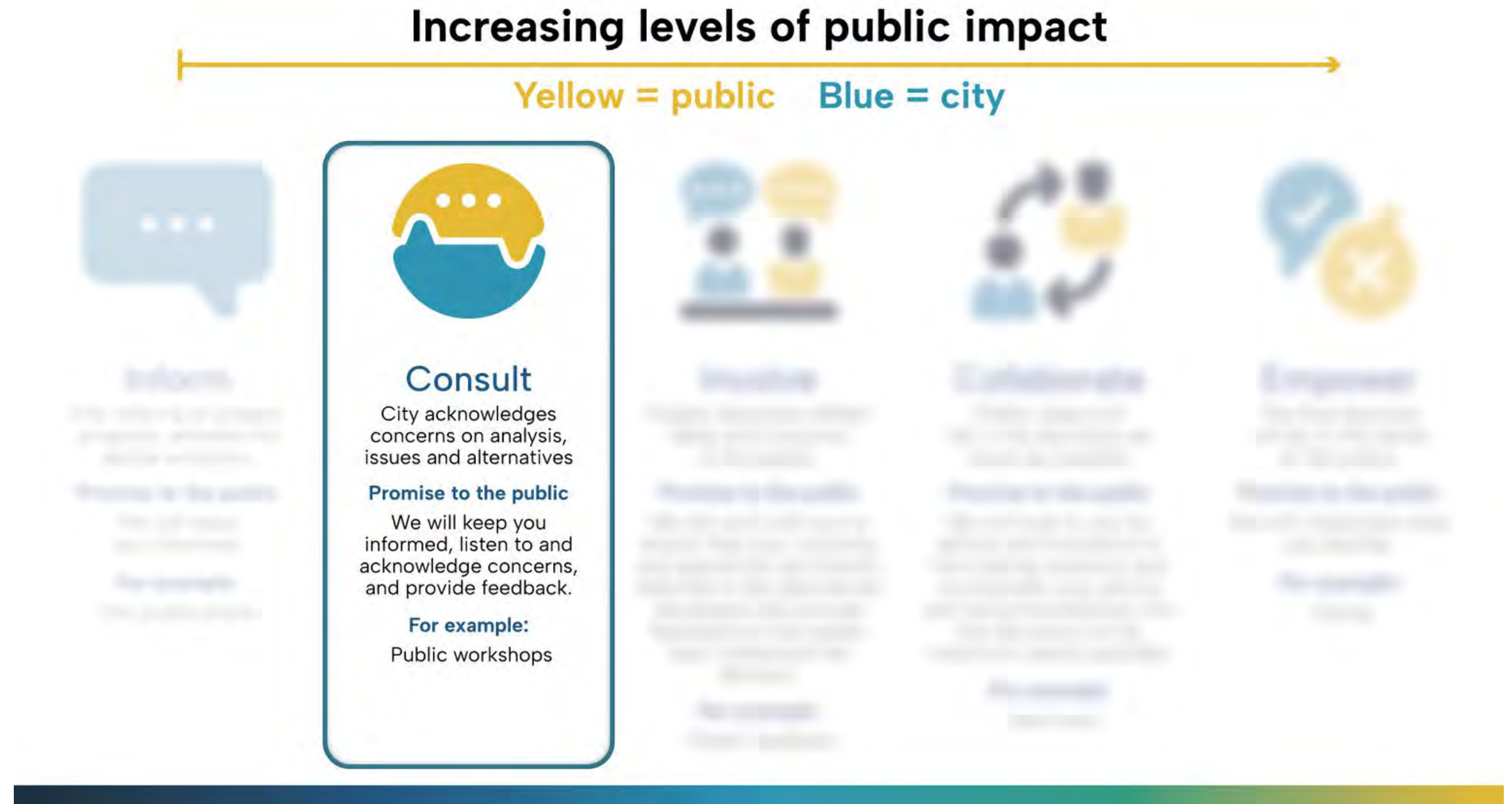
We will implement what you decide.

For example:

Voting

Why does IAP2 matter?

- Sets clear expectations for public influence.
- Matches the right level of engagement to the decision.
- Builds trust through transparency.
- Improves decisions with diverse input.
- Creates a shared language for engagement.



Who is our target audience?

Residents & Citizens

- J Ì Ê ^a Ì Ì Á ^a "1 ù^o Á ^o "1 ù^o Ì ð^o ù^o Á Ì "1
- t ^a Ì · † Û^o "a ± ð^o Ù^o Ê · £ ± ð^o Σ^o c̄ Ù^o Æ Ù^o "ǰ ±^a 1 Ù^o Á Σ^o Ù^o Ì † ±^a 1
- è Ì ±^a 1 Ù^o Ì Ê Û^o ḡ^a "1^a Ù^o Á → ∞ Ì " ∞ Ì Ì Σ^o Ù^o Á Σ^o Ù^o Ì Ê Ê ð^a ð^a 1

Community Groups & Associations

- b ^a → ∞ Ì ð^o ∞ Ì Ì Σ^o Ù^o Ì Ì ± ð^o Ì Á Ì Ù^o ð^o " £ ð^o " Ì ð^o 1 Ù^o Σ^o ḡ^a ± £ ± ç^o Ù^o Ì " » £ Á^o £ ð^o Ì Á Ì
- w^a · "a 1^a Á^o Ù^o Ì † ± ð^o ḡ^a Ù^o Á^o "a 1 ð^o Ù^o Á Σ^o c̄ " Á » Ù^o " £ Ì " Ì ð^o Ù^o · a "1^a · a ± ð^o ḡ^a 1

Businesses & Employers

- [Ì ± £ ð^o ð^o 1 " Á^a 1 1^a 1 Ù^o ∞ Ê ∞^a "1 Ù^o « Ù^o Ì Ê Ê^a " ±^a Ù^o a Á^o "a · "a Á^a ð^o "1
- Ì Ê · £ ± ð^o Σ^o c̄ Ù^o Ì Á^a » Ù^o Á^o " £ ð^o ð^o "a Ù^o » ð^o ð^o Ì Á Ì Ù^o Á Σ^o Ù^o a ± Ì Á Ì Ê ± Ù^o ḡ^a † · Ê^a Á^o ð^o

Youth & Students

- Ç^o ð^o "a Ù^o 1 Σ^a Á^o Ù^o « ð^a Á^o Á^o Σ^a " "a · "a 1^a Á^o Σ
- , " Á » Ù^o "a 1 ∞ Ù^o "1 · a ± ð^o ḡ^a 1 Ù^o Á Σ^o Ù^o Á » !! ð^o " Ê Ù^o ∞ Á » Á »

Underrepresented & Equity -Seeking Groups

- Ì Á Σ^o →^a Á Ì ð^o Ù^o Ì Ê Ê ð^a ð^a 1 Ù^o Á Ì ± Ì Ê^a "1 Ù^o a Ì · † Ù^o Æ ∞ Σ^o 1 £ ∞ † ð^a 1 Ù^o † Ì !! Á ± Ì Ê^a Ù^o 1 Σ^a Á^o ð^o
- 7 1 1^a Á^o £ ð^o ð^o Ù^o Á ð^o " Á » Ù^o Á ± ð^o ḡ^a Ù^o Á Σ^o Ù^o , ð^o ∞ ð^o Ù^o a ± Ì Ì Á !! Ê £ » Á »

City Staff & Elected Officials

- Ì Á^o " Á £ ð^o ð^o Σ^a Á^a Ù^o " ð^o ± £ ð^o ð^o " Ù^o † » Á^a » Ù^o Á » £ »^a Ê^a Á^o Ù^o Æ ∞ Ù^o Æ ∞ Ù^o 1 ð^o £ ð^o » ç^o Ù^o · a " £ ð^o ð^o Ì Á Ì Ù^o Á Σ^o Ù^o Ê · † Ê^a Á^o ∞ ð^o Ì Á



Our Engagement Principles

- **Transparency** – -
- **Inclusivity** – 3
- **Accountability** – {
- **Respect** – e
- **Continuous Improvement** – [

Engage

Council's Role in Engagement

01

Leadership & Advocacy

- Champion engagement as good governance
- Promote early consultation on issues

02

Informed Decision-Making

- Use public input to guide decision.
- Balance public input with fiscal, legal, and strategic constraints.

03

Community Connection

- Identify community concerns and encourage participation.
- Attend events and maintain a presence.
- Encourage civil, constructive conversations that invite participation.

04

Evaluation & Collaboration

- Assess how engagement is resonating with the public and work with staff to improve the process.
- Represent diverse community needs, advocating for those who may be underrepresented.

Collaboration to engagement

- $\int \frac{1}{x^2} dx = -\frac{1}{x} + C$
 $\int \frac{1}{x^3} dx = -\frac{1}{2x^2} + C$
 $\int \frac{1}{x^4} dx = -\frac{1}{3x^3} + C$
- $\int \frac{1}{x^2} dx = -\frac{1}{x} + C$
 $\int \frac{1}{x^3} dx = -\frac{1}{2x^2} + C$
 $\int \frac{1}{x^4} dx = -\frac{1}{3x^3} + C$
- $\int \frac{1}{x^2} dx = -\frac{1}{x} + C$
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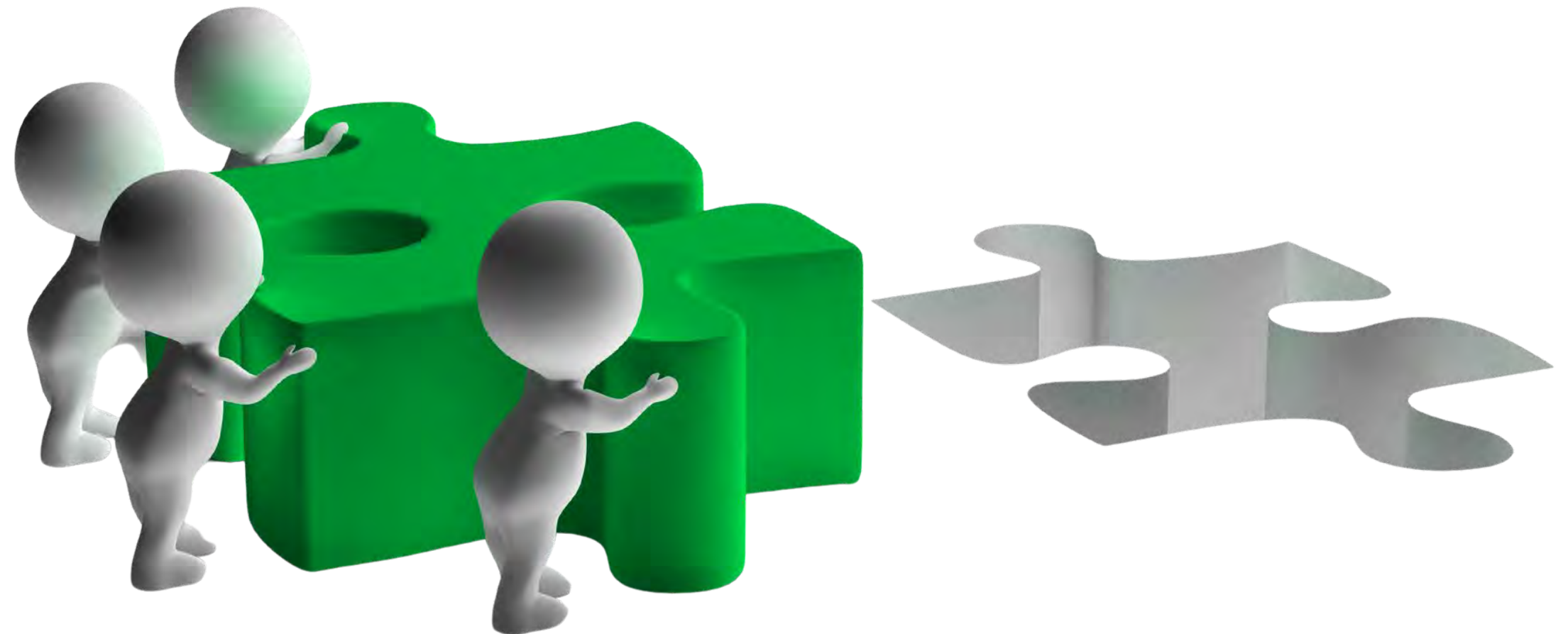
Collaboration to engagement... continued

- $\int \frac{1}{x} dx = \ln|x| + C$
 $\int \frac{1}{x^2} dx = -\frac{1}{x} + C$
 $\int \frac{1}{x^3} dx = -\frac{1}{2x^2} + C$
 $\int \frac{1}{x^4} dx = -\frac{1}{3x^3} + C$
 $\int \frac{1}{x^5} dx = -\frac{1}{4x^4} + C$
- $\int \frac{1}{x^2+1} dx = \arctan(x) + C$
 $\int \frac{1}{x^2-1} dx = \frac{1}{2} \ln \left| \frac{x-1}{x+1} \right| + C$
 $\int \frac{1}{x^2+4} dx = \frac{1}{2} \arctan\left(\frac{x}{2}\right) + C$
 $\int \frac{1}{x^2-4} dx = \frac{1}{4} \ln \left| \frac{x-2}{x+2} \right| + C$
- $\int \frac{1}{x^2+2x+2} dx = \int \frac{1}{(x+1)^2+1} dx = \arctan(x+1) + C$
 $\int \frac{1}{x^2-2x+2} dx = \int \frac{1}{(x-1)^2+1} dx = \arctan(x-1) + C$
 $\int \frac{1}{x^2+1} dx = \arctan(x) + C$
 $\int \frac{1}{x^2-1} dx = \frac{1}{2} \ln \left| \frac{x-1}{x+1} \right| + C$



What does meaningful engagement look like?

- Starts early and includes the right people.
- Uses accessible, clear information.
- Respects and reflects community input.
- Follows up with clear reporting.



Council support makes the difference

With Council's support, we can:

- Make engagement a cornerstone of the City's culture.
- Build stronger trust with residents.
- Ensure decisions align with community needs.



Thank You!

Questions?