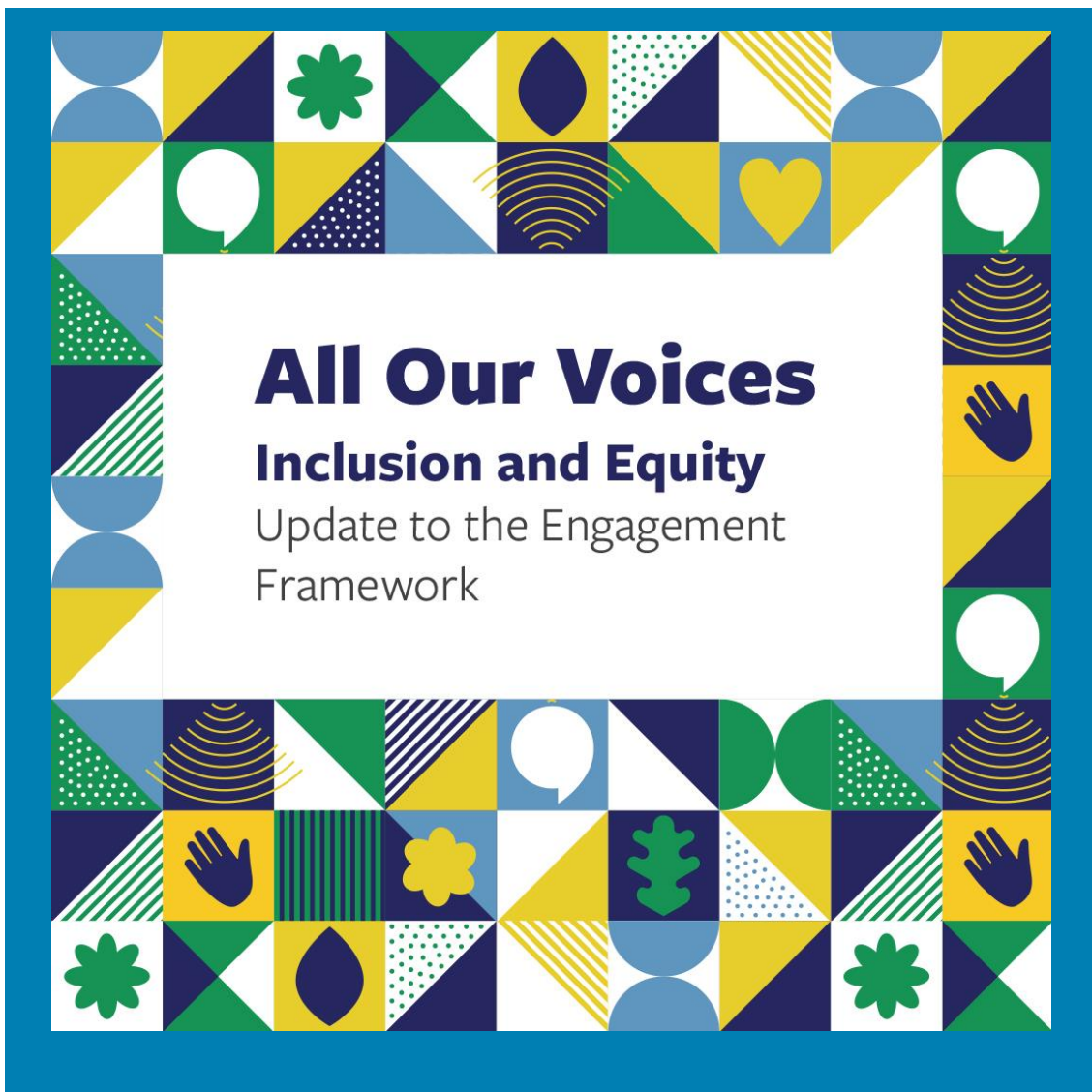


CITY OF VICTORIA | Engagement

# All Our Voices: Inclusion and Equity Update to the Engagement Framework

## Engagement Summary Report

September 2022



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The City of Victoria is located on the homelands  
of the Songhees and Esquimalt People.



# Executive Summary

## About the Project

The City of Victoria's Engagement Framework has strong commitments to being welcoming, inclusive and accessible, including strategies to ensure those commitments are delivered. However, there is still work to be done. The City worked with Simon Fraser University's Morris J Wosk Centre for Dialogue, recognized experts in this field, on an equity and inclusion update to the framework to ensure the City continues to deliver high-quality community engagement informed by a diversity of perspectives, identities and lived experiences.

This work is about exploring how the City plans and hosts engagement processes that are safe and inclusive of everyone in our community, regardless of their race, ethnicity, religion, country of origin, gender identity and expression, sexual orientation, ability or other unique characteristics.

Through this work, the City is building a place where everyone feels welcome and is able to participate in engagement opportunities that help inform decisions that impact their lives.

## Engagement

The All Our Voices equity and inclusion update to the City's Engagement Framework focused on engaging equity-seeking communities and individuals who, in many cases, have not had their voices heard in past engagement opportunities, along with participants from the broader community.

The goal was to explore what the City could do differently or better when planning equitable, inclusive engagement. Staff took the time required to "learn by doing", applying best practices in equitable engagement to this engagement work and exploring new approaches to building reciprocal relationships.

This work was a collaboration between Engagement staff and Equity, Diversity and Inclusion (EDI) staff. In the summer of 2022, The City of Victoria approved its first Equity Framework. The All Our Voices Engagement Framework will be the engagement pillar of this important initiative.

To help ground this work in current best practices, the City worked with Simon Fraser University's Centre for Dialogue to co-design the engagement process.

Two phases of engagement took place between February 2021 and June 2022:

### **Phase 1: Community Conversations and Best Practices Research**

The City hosted 22 Community Conversations with organizations who represent or serve equity-seeking groups as a way to start building reciprocal relationships. City staff also worked to understand emerging best practices in equitable, inclusive engagement through studies with SFU and International Association of Public Participation (IAP2), additional research and by participating in sessions such as the Global Series on Inclusive Engagement.

### **Phase 2: Community Roundtables, Coffee Chats and Community Survey**

The City hosted a series of roundtable discussions with equity-seeking groups, targeted coffee chats and a community survey. This engagement was an opportunity for the City to “learn by doing.” Many best practices in equitable, inclusive engagement were piloted, including partnering with community organizations and removing as many barriers to participation as possible. As the early planning evolved, an opportunity to explore a central theme of building reciprocal relationships was identified with the Chinese community. Further details about this pilot project can be found on page 18 of this summary.

SFU’s Centre for Dialogue has taken the findings from this engagement process, along with best practices from their Beyond Inclusion Guide and direction from guiding City strategies, policies and reviews – including the Equity Framework, the Welcoming City Strategy, the Accessibility Framework, Youth Strategy, Senior’s Action Plan, the International Decade of People of Africa Descent initiative, the Governance Review, among others – and woven them into the new All Our Voices Engagement Framework.

## Public Engagement at A Glance

# Engagement at a Glance

**Phase 1:** February 2021 – February 2022

**Phase 2:** April – July 2022



**1,235**  
Engagement  
Contacts



**55**  
organizations  
representing  
equity-seeking  
communities  
were engaged



**50**  
Community  
Roundtable + Coffee  
Chat Participants  
(online and in person)



**65**  
conversations  
with new Canadians  
and organizations who  
support new Canadians



Over  
**115 ideas**  
shared via  
**4 Community  
Ideas Boards**



**Pilot Project**  
to co-design  
and co-host an  
engagement event



**182**  
people completed  
a survey



# Public Engagement Overview

## Engagement Objectives

Engagement objectives for this project were:

- To create opportunities to begin the process of building reciprocal relationships with equity-seeking communities.
- To engage with equity-seeking communities and the broader community, on an Inclusion and Equity update to the City of Victoria's Engagement Framework.
- To incorporate community feedback, along with best practices from Simon Fraser University, and emerging direction from the City's Equity Framework and other guiding documents to inform the inclusion and equity update to the Engagement Framework.
- To redefine what a successful engagement process looks like. Success is typically measured by the number of people reached (quantity vs quality). We will focus on the quality of the relationship that we build, the quality of the information shared and the depth of the understanding developed.

The goal of the All Our Voices program was to explore what the City could do differently or better when planning equitable, inclusive engagement. The results of what we heard, along with best practices research will inform the All Our Voices Engagement Framework, which builds on the award-winning work of the City's original Engagement Framework.

The focus was on connecting and listening to equity-seeking communities and individuals who, in many cases, have not had their voices heard in past engagement opportunities, along with participants from the broader community.

## Key questions included:

1. What can the City do to make it easy for you to share ideas and feedback?
2. What would make it feel safer or welcoming for you to share ideas and feedback?
3. What would make you feel that the City heard your ideas and feedback?

Additional questions exploring what inclusive, equitable engagement could look like were asked in the community survey. We also explored the question of, what topics relating to the City of Victoria, are you most interested in engaging on?



## Principles

The All Our Voices public engagement process followed the City's Engagement Framework, which includes the following five principles to guide engagement activities.

All Our Voices Engagement Principles	
<b>Inclusiveness</b>	The focus was to center the voices of communities and individuals who are not normally involved in community engagement. Early engagement with equity-seeking groups helped build reciprocal relationships and informed later phases of engagement including the community roundtables and survey. This helped identify opportunities to co-host engagement efforts with the Chinese community, Intercultural Association of Greater Victoria and the Issamba Centre. This also evolved into a pilot project exploring what a reciprocal relationship could look like with the Chinese community.
<b>Welcoming</b>	Early engagement with equity-seeking groups helped inform how we hosted engagement events. We then made efforts to host engagement events in locations and ways that would be welcoming, culturally appropriate and safe. Trained facilitators and greeters was key, as was culturally appropriate food, venue selection and co-facilitators.
<b>Transparency</b>	Engagement tools clearly identified what decisions are being considered, the opportunities to participate and how feedback will be used in decision-making.
<b>Accessibility</b>	We worked to remove barriers to participation by hosting engagement sessions at accessible venues (accessible parking, accessible access and accessible washrooms), offering appropriate transportation options and asking about accommodations that were needed in advance of events. We provided a range of meal options and did our best to cater to allergies. An online session was held to remove the barrier of physically coming to an event. Other ways to engage were also provided.
<b>Clear and Timely Information</b>	Plain language was used in communications and engagement activities, to remove language barriers to participation. Advanced notice was given for invitations and the key questions to explore were available in advance.

In addition to the City of Victoria Engagement Principles, we also worked with SFU's Centre for Dialogue to align our work with many of their principles from their guide "Beyond Inclusion - Equity in Public Engagement - A Guide for Practitioners", which they published in 2020.

It proposes eight key considerations to guide the meaningful and equitable inclusion of diverse voices in public engagement. These considerations also helped inform this work.

Key Considerations for Equitable Public Engagement (SFU)	
<b>Invite participation within an authentic and accountable engagement process</b>	This project is part of a larger Council direction to embed equity in all that we do. There were no predetermined conclusions or outcomes. We worked to clarify the scope and the degree of influence participants will have on the final decision and we will continue to follow up to communicate outcomes to foster trust in engagement processes.
<b>Plan early and proactively</b>	Early engagement with equity-seeking groups helped inform how we hosted engagement events. We worked to anticipate and address inequities or potential barriers to participation before invitations went out and continued to adapt our approach (i.e., adding in coffee chats to follow up with community members who weren't able to join in on earlier sessions).
<b>Establish respectful relationships with Indigenous Peoples</b>	These relationships will continue to evolve over time. A series of learning sessions were held with a member of the City Family to better understand how to explore Indigenous Engagement. Other preliminary conversations were held, including with the Victoria Native Friendship Centre. These relationships will continue to grow over time.
<b>Engage the internal diversity of a community</b>	<p>Through this work of better understanding equity-seeking communities, the internal diversity of different communities became clear. Community members who share one aspect of their identity or experience may hold very different perspectives on an issue and may face different barriers to participation.</p> <p>For example, some members of the Chinese community speak Cantonese and others speak Mandarin and materials or sessions in both languages are often needed. Youth, seniors, new Canadians and others all may have different perspectives to share.</p>



<p><b>Work in reciprocal relationships with communities</b></p>	<p>Early engagement with equity-seeking groups, helped build reciprocal relationships and informed later phases of engagement. Focusing on reciprocal relationships also helped identify opportunities to co-create and co-host engagement efforts. The pilot work with the Chinese community was an example of this.</p>
<p><b>Tailor engagement plans to the context</b></p>	<p>In consultation with partners and participants, we tailored the engagement plans to suit the topic, objectives, location, available resources, key audiences and individual participant needs. Resources were distributed equitably in order to meet the needs of those who faced the greatest barriers to participation.</p>
<p><b>Commit to ongoing learning and improvement</b></p>	<p>Throughout the process we took learnings and applied them to upcoming engagement activities.</p>
<p><b>Advance systemic equity</b></p>	<p>This work is the beginning of the shifting power inequities, patterns of colonialism and systems of discrimination or oppression (such as racism, sexism, ableism, classism, ageism and heterosexism, etc.) which have fundamentally limited participation in democracies and engagement processes.</p> <p>Co-planning and co-hosting engagement opportunities are part of this shift. Better connecting City resources to equity-seeking groups is key, as is two-way capacity building: having the City better understand the needs of equity-seeking communities and taking the time to build an understanding of why and how the City engages community.</p>

## Level of Engagement

Phase 1 (2021) and Phase 2 (2022) of engagement included **Inform, Consult, Involve and Collaborate levels of the IAP2 Spectrum of Public Participation.**

A focus on building reciprocal relationships was woven throughout the process. Most of the organizations who were involved in this process participated at the Involve level. We had a preliminary conversation. We then used that early feedback to design the next phase of engagement, in which many of these same organizations also participated.

Through early engagement one opportunity to work at the collaborate level was identified. Our work with the Chinese community to co-plan and co-host a small community roundtable and to develop a pilot project based on some key principles of inclusive, equitable engagement was an example of collaboration.



# Engagement Timeline



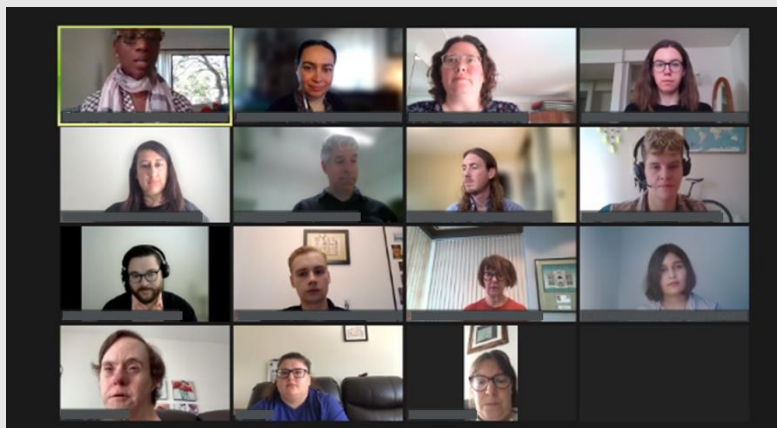
# Engagement Opportunities

## Community Conversations

The Engagement and EDI teams co-hosted online meetings with 22 equity-seeking groups with the goal of starting to build reciprocal relationships and to begin the conversation about what equitable and inclusive engagement could look like.

## Welcome Day Pop-Up Engagement Station

We interacted with over 65 participants, sharing information about City programs and beginning the conversation about what the City could do to make engagement welcoming, easy to participate in and safe.



## Online Community Roundtable

This online dialogue with community members from equity-seeking communities, explored what equitable engagement could look like.

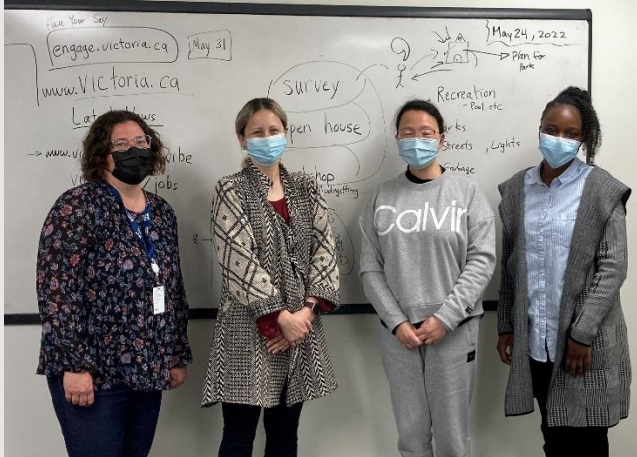
## In-Person Community Roundtable and Tour of City Hall

This in-person event began with a welcome by Mayor Lisa Helps, a tour of City Hall and a roundtable discussion with community members from equity-seeking communities, to explore what equitable engagement could look like.

Early engagement informed much of the design. When the invitations went out participants could select from a comprehensive list of supports: an honorarium in the form of a grocery gift card, financial supports for child or family care, support for transportation, meal options, ASL, translation and an area to request any other accommodations. The participants in this session represented a diverse cross section of people who live in Victoria. Iftar boxes were available at the end of the session for anyone fasting during Ramadan.







## Small Community Roundtables

This series of three small community roundtables provided an opportunity to meet with equity-seeking communities at times and locations that worked well for them.

The roundtable for new Canadians was co-hosted by the Intercultural Association of Greater Victoria.

The Issamba Centre brought together some members of the Black community for a dialogue.

The Chinese Community Services Centre co-hosted a session with 14 community leaders, which evolved into a larger All Our Voices pilot project exploring what a reciprocal relationship could include.



## Coffee Chats

Coffee Chats were a tool to ensure we didn't miss hearing from important perspectives. One session was held with a community member who has health challenges and is precariously housed. Another was with a community member who engages actively with Black and racialized youth and works closely with people experiencing homelessness.

## Community Idea Boards

Four Community Ideas boards were placed in key locations around the City, including two libraries, the Crystal Pool and Fitness Centre and City Hall.



## Community Survey

A community survey was hosted on the Have Your Say Platform to invite a wider cross section of equity-seeking community members to share ideas and feedback. The survey was also an opportunity for anyone in Victoria to contribute ideas or feedback. As part of the pilot project with the Chinese Community, the survey was translated into Cantonese and was available through the Chinese Community Services Centre. An interesting side note is that for the 10 people who completed the translated survey, this was the first time they had ever participated in a City of Victoria engagement program. These are examples of the voices we have not been hearing from until now.

## Outreach and Promotion

### Relationship Building

The central approach to get the word out about the All Our Voices engagement opportunities was to begin to build relationships with equity-seeking groups and individuals in the City of Victoria.

The first step was co-hosting 22 Community Conversations in Phase 1. Engagement staff partnered with the EDI office to reach out to groups to better understand their organizations and to open a dialogue about equity, inclusion and engagement.

In Phase 2 we set out to expand our reach into the community by following up with these original organizations who then asked their community members to become involved, either by participating in a community roundtable, completing the community survey or participating in a coffee chat. We invited over 165 community organizations, including Neighbourhood Associations, to participate in Phase 2.



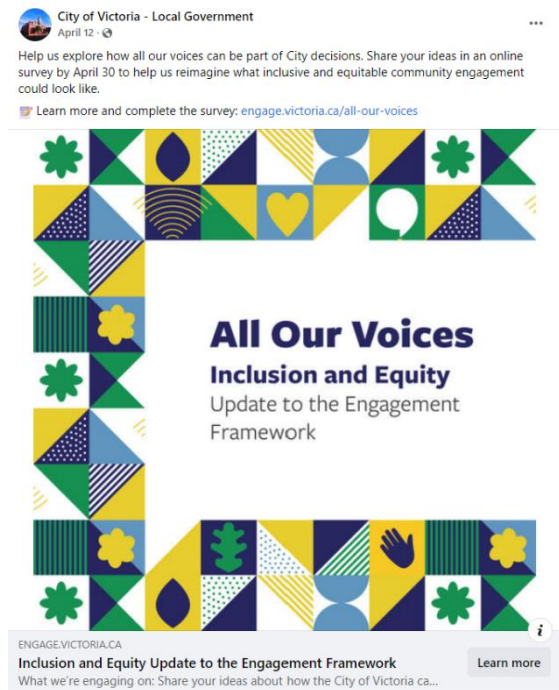
### Have Your Say

At the beginning of Phase 2 an All Our Voices project page was created on Have Your Say, the City's engagement platform. The page included the All Our Voices community survey, a project timeline and background about the All Our Voices program and SFU's Beyond Inclusion: Equity in Public Engagement Guide. The All Our Voices survey was featured in the

Have You Heard Newsletter on April 21 and was distributed to over 7,800 Have Your Say members.

## Social Media

Social media was used to raise awareness about the All Our Voices project and to invite members of the broader community to contribute ideas and feedback through the community survey. Two promoted posts promoting the survey reached over 5,500 people, with over 800 click-throughs to learn more.



## Pop-up Engagement Stations

Engagement and EDI staff mapped out locations around the City for Pop-up Engagement Stations in an effort to take this engagement opportunity out to meet equity-seeking members of community where they already are. Welcome Day at École Victor-Brodeur was the first example of this. Four Community Ideas boards were also placed in the community (at the

Downtown and s̓wəŋx̓wəŋ tənəx̓w James Bay branches of the Greater Victoria Library, at the Crystal Pool and Fitness Centre and in the foyer of City Hall).

## Latest News

On April 5 a Latest News post on [victoria.ca](https://victoria.ca) helped spread the word about the opportunity for community to participate in the survey.

# All Our Voices Pilot Project with the Chinese Community



Through the All Our Voices engagement process, an opportunity developed to explore what a reciprocal relationship could look like with the Chinese Community as one example of what this work could involve.

The first step was to start building the relationship with the Chinese Community Services Centre (CCSC) through one of the early Community Conversations. Through this engagement we heard that members of the Chinese community would very much like to be part of the All Our Voices engagement, but instead of being part of a larger Community Roundtable they would prefer meeting in a more intimate setting where they would feel more comfortable sharing their ideas and building relationships in a culturally appropriate way.

The City of Victoria partnered with The Chinese Community Services Centre (an inclusive organization open to all) to co-design and co-host a small community roundtable conversation over Chinese tea, followed by an opportunity to connect over shared dim sum. Cantonese and Mandarin live translation was available.

The City brought the key questions to the table. The CCSC offered their space, co-facilitators and once the invitation was co-developed, they shared it with key community members. In contrast to earlier City-led engagement opportunities where it had been challenging to effectively engage with this community, 14 leaders of Chinese community organizations committed a full Saturday morning to this event. Because of this collaboration, the small event budget of \$500 went a long way to remove barriers to participation, host in a culturally welcoming way and build understanding and new relationships. The event budget also included a small, mutually agreed upon co-hosting administration fee.

The CCSC then offered to translate the All Our Voices survey and offer a print version for members of the Chinese community to complete. Although small in sample size, it was



meaningful to learn that for all 10 survey participants it was their first-time sharing ideas or feedback with the City of Victoria.

To ensure we were building a reciprocal relationship, City staff followed up by connecting City resources and staff to this community in areas that were most important to them. This relationship has already opened the door to future engagement opportunities that will serve both the City and members and businesses of the Chinese community.

This is a short summary of what this reciprocal relationship is starting to look like. It's about balancing listening with speaking and allocating resources in a way that fulfill both the City's needs and the community's needs. It's about long-term relationships, with staff and community members. It's about exploring synergies, building trust and finding new ways of doing things.

## Who Did We Hear From?

The All Our Voice Engagement Framework engagement was designed to elevate the voices of community members who have not traditionally been as involved in civic decision-making processes. We started by reaching out to organizations who serve equity-seeking populations. In Phase 2 we broadened this reach and also hosted a survey that was open to all members of the community.

### In-Person and Virtual Events

- **Community Conversations**

Twenty-two conversations were held to start building relationships and to begin the conversation about what inclusive, equitable engagement could look like. These conversations also helped inform the planning for Phase 2 engagement activities.

- Rainbow Health Co-op
- Chair in Transgender Studies, University of Victoria
- Support Network for Indigenous Women and Women of Colour
- Intercultural Association of Greater Victoria
- Island Health
- This is Table Talk (Dialogues for Black and Racialized Youth)
- Songhees Development Corporation
- Chinese Community Service Society
- CRD (Indigenous Relations)
- Resilience BC

- Bridges for Women
- Victoria Disability Resource Centre
- Here Magazine & Representation, Engagement & Participation (REP)
- Greater Victoria Housing Society
- Royal BC Museum
- District of Saanich
- Victoria Immigrant and Refugee Centre
- Victoria Women's Transition Housing
- Victoria Peers
- AIDS Vancouver Island Health
- Aboriginal Coalition to End Homelessness
- Victoria Native Friendship Centre
- Orange Shirt Day Society

- **Welcome Day**

65 conversations were held with newcomers to Victoria and organizations who support newcomers. Engagement and EDI staff shared information about City services and started the conversation about what inclusive and equitable engagement could look like.

- **Online Community Roundtable**

Seven participants from five different community organizations took part in this dialogue.

- Greater Victoria Public Library
- Intercultural Association of Greater Victoria
- Community Living Victoria -Supported Apartment Living Program
- Peers Victoria Society
- Victoria Pride Society

- **In-Person Community Roundtable**

14 participants, including 10 organizations, took part in this evening which included a welcome from the Mayor, tour of City Hall, dinner and dialogue.

- Rainbow Health Cooperative
- Island Health
- Peers Victoria
- Khalsa Diwan Society Victoria
- Intercultural Association of Greater Victoria
- Victoria Sexual Assault Centre
- Cool Aid



- o Accessible Advisory Committee
- o Camosun College
- o George Jay Elementary PAC

- **Chinese Small Community Roundtable**

14 members of the Chinese Community, including 13 organizations, attended this morning session which included a presentation, dialogue and dim sum lunch. Work with the Chinese Community Services Centre evolved into an All Our Voices Pilot Project.

- o Chinese Community Services Centre
- o Chinese Consolidated Benevolent Association
- o Chinese Public School
- o Tam Kung Chinese Temple
- o Chinese Freemasons (philanthropic)
- o Victoria Chinatown Lions Club
- o Victoria Chinatown Lioness Lions Club
- o Chinese Lioness Society
- o Chinese Lions Society
- o Shon Lee Association (philanthropic)
- o Chinatown Care Society (seniors care)
- o UVic Hong Kong Student Society
- o Newcomer Association

- **Black Community Small Community Roundtable**

The founder of the Issamba Centre, three Issamba staff and a representative from Island Fest participated in this dialogue. Two organizations were represented, but many other Black organizations are part of our community.

- o Issamba Centre- African Arts and Cultural Centre
- o Island Fest

- **Session with the Accessibility Advisory Committee**

Engagement staff presented early engagement findings to the AAC and collected additional feedback and ideas. (The AAC co-chairs attended the Community Roundtable and members also completed the community survey.)

- **Coffee Chat: Cool Aid Client**

EDI and Engagement staff met with one member of the community who is precariously housed to better understand what the City could do to hear from more people who are precariously housed or experiencing homelessness.

- **Coffee Chat: This is Table Talk**

EDI and Engagement Staff met with one member of the community who is involved in hosting dialogues with Black and racialized community members. This community member also works with people experiencing homelessness.

- **Reconciliation Dialogues: Urban Indigenous**

Engagement staff attended the Reconciliation Dialogue “Guests of Lekwungen: Urban Indigenous Experiences” on May 5 to hear from the voices of Urban Indigenous community members to learn about the diversity of their experiences, as a precursor to future conversations with the Victoria Native Friendship Centre.

## **Survey**

The All Our Voices community survey was a secondary engagement tool designed to further reach out to equity-seeking communities who the City may not have traditionally heard from, while also providing an opportunity for the broader community to share ideas and feedback. The survey was shared with the organizations who took part in the earlier Community Conversations and to 165 related equity-seeking organizations

To reach the broader, more engaged community, the survey was hosted on Have Your Say and promoted to more than 7,800 registered members and through 5,500 people on social media.

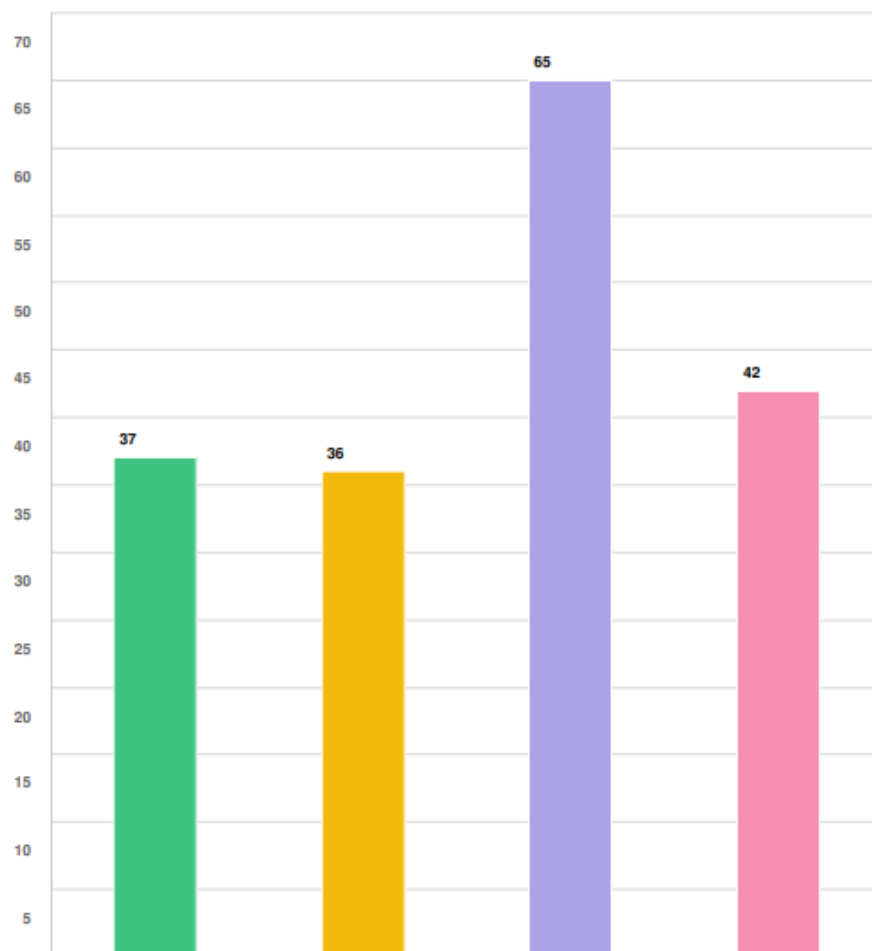
The goal of this survey was to hear from residents most impacted by this work to create more equitable, inclusive engagement processes. The goal was to hear from a smaller group of impacted and interested residents (quality responses), instead of just aiming for a high number of participants (quantity). This approach to defining success in engagement is part of the proposed All Our Voices Engagement Framework.

As part of the pilot project with the Chinese community, a shorter version of the survey was translated into Mandarin and then shared directly to the community through the Chinese Community Services Centre. It is interesting to note that all 10 translated surveys indicated that this was the first time they had participated in a City of Victoria engagement.

182 people participated in the survey and 22 community organizations were represented.

We wanted to understand how many people were participating in a City engagement program for the first time.

- For 37 respondents (21%), this was their first time participating in a City engagement opportunity. This is the hardest group to reach, so we were excited to have these voices included. Ten of these were from the version that was translated into Mandarin.
- 36 respondents (19%) participate every few years.
- 65 (36%) participate in 1-2 projects per year.
- 42 (24%) participate 3 or more times per year.



**Question options**

- This is my first time sharing ideas and feedback with the City
- I participate every few years
- I participate in 1-2 projects per year
- I participate 3 or more times per year

Optional question (178 response(s), 4 skipped)  
Question type: Checkbox Question

**Organizations representing equity-seeking groups continued to be a target audience for this survey.**

This is who we heard from:

- 34 survey participants indicated that they represented organizations (19% of respondents)
- The organizations who participated included:
  - Peers Victoria Resource Society
  - Inter-Cultural Association of Greater Victoria
  - Chinese Community Services Centre of Victoria
  - Khalsa Diwan Society of Victoria
  - Las Société Francophone de Victoria
  - Action Committee of People with Disabilities
  - Island Health
  - Our Place Society
  - The Glenshiel Housing Society
  - Homes for Living
  - Capital Region Food Share Network
  - LifeCycles Project Society
  - The Mustard Seed
  - Gatton Farm (donated large amounts of harvest to food bank)
  - Victoria Pride Society
  - UVic Pride
  - Fairfield Gonzales Community Association
  - Cook Street Village Community Centre
  - Victoria Downtown Residents Association
  - Quadra Village Community Centre
  - Fernwood NRG
  - Quadra Village Community Centre

### When we look at where people who participated in the survey reside:

- All Victoria neighbourhoods were represented. James Bay, Downtown, Jubilee and Harris Green have participation rates that somewhat exceeded their percentage of population. Other municipalities made up 13% of respondents which indicates that most survey respondents were from the Victoria area. This is to be expected as many people who work with equity-seeking groups supporting Victoria residents may live in another municipality in the region.

Victoria Neighbourhoods	Percentage of Survey Respondents	Percentage of City Population (Census 2016)
Fairfield	11%	14%
Fernwood	9%	11%
Hillside-Quadra	6%	9%
James Bay	17%	14%
Vic West	7%	9%
Downtown	5%	4%
Burnside-Gorge	5%	8%
North Park	4%	4%
Jubilee	8%	6%
Harris Green	4%	3%
Rockland	1%	4%
Oaklands	5%	8%
Gonzales	4%	5%
Other Municipalities	13%	N/A

*Note: Percentages will not add to 100 due to rounding. 2021 Neighbourhood Census data had not yet been released at the time this report was written.*

## Newcomers to Victoria

80% of survey participants said that they have lived in Victoria longer than five years.

20% identified as being newcomers to Victoria in the past five years.

## Age of Survey Participants

Most age groups in Victoria neighbourhoods were well-represented in the online survey.

Earlier engagement was done specifically with youth to create Victoria's Youth Strategy. This work did focus on building relationships with community organizations, which may have included a slightly older population. We did hear more from the 35-44, 45-54 and 65-74 age brackets.

Age Range (Live in Victoria)	Percentage of Survey Respondents	Percentage of City Population (Census 2021)
14 – 24	4%	10%
25 - 34	18%	19%
35 - 44	16%	15%
45 - 54	19%	11%
55 - 64	17%	13%
65- 74	20%	13%
75-84	3%	7%
85 +	1%	4%

*Note: Percentages will not add to 100 due to rounding.*

## Gender Identification of Survey Participants

While a majority of survey participants identify as cisgender (84%) the rest chose to identify as:

- **6% Non-binary**
- **3% Transgender**
- **1% Two Spirit**
- **12% of participants preferred not to disclose this information**
- *Note: Participants were given the option to select as many answers as needed to best represent their gender, so percentages will not add to 100.*



2021 was the first year the census asked about gender diversity (non-binary, transgender and two spirited) in 41 large urban centres. According to their data, 0.75% of residents in Victoria identify as being gender diverse. Victoria has the most gender diversity (people who identify as transgender, non-binary or Two Spirit) when compared to other large Canadian urban centres.

### Ethnicity of Survey Participants

We ask an optional demographic question about ethnicity so that we can begin to understand which voices we are hearing from and which voices we are missing.

Ethnicity	Percentage of Survey Respondents	Percentage of City Population (Census 2016)
First Nation	3%	4%
Metis	2%	2%
Inuk/ Inuit	1%	0.1%
European	69%	80%
South Asian	6%	2%
East and Southeast Asian	8%	9%
West Asian	2%	2%
African	2%	2%
Latin American	2%	2%
Caribbean	1%	1%
Prefer not to say	12%	N/A
Other	11%	N/A

*Note: Participants were given the option to select as many answers as needed to best represent their ethnicity. Percentages were calculated as a comparison of the number of responses for each option versus the number of participants and, as such, will not add up to 100.*

*2021 Ethnicity Census data had not yet been released at the time this report was written.*

## Immigrant Status of Survey Participants

<b>Of the respondents, almost 17% identify as being an immigrant. Less than 1% identify as a refugee.</b>	<b>Based on 2016 Census profile data, 19% of Victoria's population identifies as an immigrant.</b>
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*2021 Immigrant status data had not yet been released at the time this report was written.*

## Language Demographics of Survey Participants

<b>Of the respondents, 21% said they spoke a language other than English at home.</b>	<b>Almost 16% of Victoria residents report a language spoken at home other than English. (Census 2021, Victoria Census Metropolitan Area)</b>
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These eight languages included:

- 7% French, 4% Cantonese, 3% Spanish, 2% Punjabi, 2% Mandarin, 1% German, 1% Tagalog, 1% Arabic

<b>Languages</b>	<b>Percentage of Survey Respondents</b>	<b>Percentage of languages spoken most often at home present in City Population (Census 2021)</b>	<b>Percentage of Mother tongue languages present in City Population (Census 2021)</b>
<b>French</b>	7%	0.5%	2%
<b>Cantonese</b>	4%	0.6%	1%
<b>Spanish</b>	3%	0.5%	1%
<b>Mandarin</b>	2%	0.8%	1%
<b>Punjabi</b>	2%	0.2%	1%
<b>Tagalog</b>	1%	0.8%	1%
<b>German</b>	1%	0.1%	1%
<b>Arabic</b>	1%	0.4%	1%

When we asked participants to tell us if there is a language that they speak at home that is not listed, eight participants listed seven additional languages:

- Hindi, Dutch, Slovene, American Sign Language, Cree, Urdu, Brazilian Portuguese

**14% of participants said that it would be helpful if City documents were translated into other languages.**

### **Housing Situation Demographics of Survey Participants**

Of the participants in the online survey 36% said they rent. 4% live in Affordable or Below-market rentals or co-ops, 3% currently lack stable housing and 3% live in an unlisted type of housing. 58% said that they own their home.

### **Disability Demographics of Survey Participants**

<b>24% of survey participants identified as being a person with a disability.</b>	<b>In Victoria, it is estimated that approximately 21% of the population have one or more disabilities.</b>  (City of Victoria Accessibility Framework)
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## What We Heard – Key Insights

The following section includes key insights, a high-level summary of what was heard during the All Our Voices engagement.

<p>“City Hall used to feel like a fortress- very formal and really hard to actually talk to anybody. It was so great to meet with you in person today. It’s nice to know who to contact at the City and to know this work of inclusive engagement is important.”</p>	<p>“I thought it was a suit and tie kind of thing and that I wouldn’t belong.”</p>	<p>“The consultation, working together, sharing ideas, concerns, and hospitality were mutually appreciated. The roundtable was a very good example of ‘listening’ to one another. In Chinese calligraphy ‘listening’ is a compilation of strokes representing ‘eyes, ears, undivided attention and heart’.</p>
<p>“It is hard to share ideas when many of us don’t have access to electronics. We don’t have money for cell phones or computers.”</p>	<p>“When you’re engaging with marginalized communities understand that people have a history and there can be some hurt. Put compassion in the forefront when you are engaging.”</p>	<p>“Provide education and information ahead of time, so that residents can enter into conversation with the City on equal footing.”</p>
<p>“Seeing more representation helps so much. People coming from different countries, working together, seeing it happen- not just talking about it. Not just representation for the sake of representation- there are so many diverse people with something to contribute to the community.”</p>	<p>“Equity means having a space at the table, our voices are heard, we have agency in what happens in our neighbourhood.”</p>	<p>“The City needs to create safe and accessible spaces based on the unique needs of different communities. This often takes much more time than anticipated.”</p>

## **TOPIC #1: WHAT WOULD MAKE IT EASIER FOR YOU TO SHARE FEEDBACK OR IDEAS WITH THE CITY OF VICTORIA?**

### **Build Up Trust Over Time**

- When you're engaging with marginalized communities understand that people have a history and there can be some hurt. Put compassion in the forefront when you are engaging
- A lack of trust of government was a barrier for participation with some equity-seeking groups- this can mean that residents do not want to share personal information or feedback with the government
- Some didn't understand how their feedback would be used and whether or not their comments could be traced back to them

### **How to Connect with Under-engaged Groups**

- Meet us where we congregate: Cafés, library, care centres, at places of worship, university and colleges, shopping centre, parks, at the Cool Aid gym, or other places we go for services
- Outreach through community organizations, spaces, workplaces
- Casual hangouts / informal, casual coffee chats – think differently - make it approachable, accessible, less formal
- Not everyone is online- lack of access to electronics, lack of technology skills
- We need to know how to connect with City staff and resources
- Give advance notice so we can plan to participate

### **Remove Barriers to Participating**

- Find ways to offset the costs of and barriers to participation: this could include gift certificates, drinks, food, childcare or family care, transportation, parking
- Value the time that residents provide and compensate where appropriate

### **Clear Information, Plain Language, Translated with Visuals**

- Provide education and information ahead of time so residents can enter into conversation with the City on equal footing- background documents, plain language- information about impacts and benefits
- Translate into different languages: community organizations may be able to provide translation services for materials
- Simpler website – with translation available
- Use visual ways of sharing information i.e., infographics, images

## **Have Choices for How and When to Engage**

- Offer both online and in-person engagement opportunities because people engage differently- having choices will allow more people to engage
- Online engagement is important for many people as they are less confrontational- also easier to engage for residents with mobility challenges, lack of transportation, lack of time, social anxiety, etc.
- Host in-person open houses for those of the community who aren't online (technological barriers don't only impact older people, but also low-income and people with disabilities)
- Have options to participate at different times of the day to accommodate different schedules
- Use mobile apps/email /newsletters, have an engagement hotline

## **Representative**

- Importance of representation at the event and at decision making levels within government- Work with our organizations to understand what representation means and looks like
- Acknowledge internal diversity of groups e.g., black community represents 70 countries, very diverse

## **Intersectional Approach to Engagement**

- Many people have intersecting identities
- The City shouldn't consider issues as a single issue, i.e., sex worker rights, intersect w/ TN2S, Indigenous, substance abuse, mental health, housing, disability rights

## **Indigenous Engagement**

- There is a need to continue this work with Indigenous communities, both with the Songhees Nation and Esquimalt Nation and Urban Indigenous communities
- This work will help us better define how best to meaningfully engage with these communities and to better understand the internal diversity of these groups

## **Respect Our Time- Listen to Community**

- Only engage the community, when staff and Council really want to incorporate what they hear into a final decision
- Residents are busy for many different reasons- balancing family responsibilities, jobs (often juggling more than one job and working most days of the week), struggling to meet basic needs, etc



## **Make It Easier to Participate**

- Having to complete Have Your Say Registration processes before giving feedback was a barrier for some- should be an option to call Engagement and get support and assistance needed
- Options to complete survey or share feedback via phone with Engagement team
- Have option to submit anonymously

## **TOPIC #2: WHAT WOULD MAKE IT FEEL SAFER OR WELCOMING FOR YOU TO SHARE FEEDBACK OR IDEAS WITH THE CITY OF VICTORIA?**

### **Work with community partners to co-design or co-host engagement opportunities**

- The City needs to do the deep work of community and relationship building. This is where real trust and relationships happen
- Working with community partners to co-create engagement opportunities that work for both the City and community members. Choice of venue, event details, co-develop the invitation, work with community partner to share the invitation, decide on how best to use budget available in a way that works best for the community
- The City needs to have a better understanding of network of organizations that exist and what they do and how they are involved with the City

### **Opportunities to Work Higher up the Engagement Spectrum (Collaborate/Empower)**

- There is a need to rebalance power in how the City engages. Move up the spectrum of engagement towards Empower -consult communities on what they want and not just how to implement decisions that the City has already made
- Marginalized folks get to provide inputs, but agenda is already set (by mainstream, privileged groups)
- There is a desire for community members to be involved earlier in a decision-making process, not only towards the end when many of the main decisions have been made.

### **Safe, Welcoming and Accessible Events**

- Accessible venues
  - Venues also need to have scent-free and pet-free policies
  - Consider Food allergies when food is ordered
- Plan for spaces that are welcoming for all
  - Non-gendered washrooms
- Offer safe transportation options: bus tickets or taxi, etc
- Have a diverse team of well-trained facilitators to host inclusive engagement

### TOPIC #3: WHAT WOULD MAKE YOU FEEL THAT YOUR IDEAS AND FEEDBACK HAD BEEN HEARD?

- There needs to be a clear process for closing the loop on what was heard and what is being brought forward to Council
- All feedback and ideas need to go to Council, not just cherry picked ideas that support the recommendation
- Clearly communicate and share (video, infographics) feedback so people can understand how community feedback actually impacted decision making- use social media, website
- Follow through is key. Actually implement ideas shared with the City. You listen and collect data, but there needs to be more of a focus on the follow through
- Provide more personal responses to inquiries and ideas

To better understand the needs of the community, we also asked the question “*What topics relating to the City of Victoria are you most interested in engaging on?*” This Word Cloud illustrates the topics people shared:



# What We Heard

This section provides a detailed summary of what we heard in each of the different events in the engagement process for the All Our Voices project.

## PHASE ONE

### Community Conversations

This series of 22 conversations, co-hosted by the EDI office and the Engagement office, were designed to begin building relationships with organizations who support equity-seeking communities. Building relationships also means building trust and understanding. This was also an opportunity to begin the conversation about what inclusive, equitable engagement could look like.

“Equity means having a space at the table, our voices are heard, we have agency in what happens in our neighbourhood, what events we can have.”

- All Our Voices - Community Conversation Participant

“The City of Victoria requires a new mindset - from partnering with organizations, to directly doing the work of establishing real, meaningful relationships with the community.”

- All Our Voices - Community Conversation Participant

“The City needs to do the deep work of community and relationship building because this is where the real trust and relationships happen.”

- All Our Voices - Community Conversation Participant

### Themes

Many conversations with the community were focused on engagement and how the City communicates with the public.

- **Capacity building:** Community groups highlighted that engagement needs to be combined with capacity building and resources
- **Time:** Ensure that you are giving the community enough time to respond to engagement requests

- **Partner with Community:** Proactively reach out to key organizations, community leaders and influencers and work with people in community organizations so they can amplify information in their communities
- **Translation:** Consider translation to remove language barriers and make it easy for folks to engage
- **Honour lived experiences:** Several organizations emphasized the need to honour lived experience by providing compensation for participating in engagement
- **Safe and accessible spaces:** The City needs to create safe and accessible spaces based on the unique needs of different communities (this often takes much more time than anticipated). Understand that current engagement approaches (such as Public Hearings) can be very confrontational, and that other avenues need to be created for different communities to feel safe
- **Brining more voices to the table:** Address the disproportionate level of participation of homeowners in engagement processes

## Research Into Best Practices of Equitable Engagement

### Themes

The following themes emerged from research on inclusive, equitable engagement undertaken by staff in 2021. This included learnings from multi-day courses through Simon Fraser University, IAP2 workshops on equitable engagement and best practices research.

### Top 10 Actions for More Inclusive and Equitable Engagement

#### 1. A focus on building reciprocal relationships with marginalized groups

- Start where relationships already exist and take the time to build long term reciprocal relationships that benefit both the City and the community.

#### 2. Diversity Statement for all City engagement activities

- This will help community members understand that the City will create a safe space for them

### **3. Equity and Inclusion Training for all City staff planning and hosting engagement opportunities**

- Equitable/Inclusive Engagement Training
- Anti-racism and Bystander Training
- Cultural Safety Training
- Other Equity and Inclusion Trainings - 2SLGBTQIA+, etc.

### **4. Co-creation of engagement opportunities with equity-seeking groups in our community in order to design engagement spaces and processes where all residents feel that they belong**

- This addresses power imbalances and creates engagement opportunities that are welcoming and safe for equity-seeking groups
- Working with community helps the City better understand their needs, concerns and priorities, and how to best engage with them

### **5. Go to where the people we haven't been hearing as much from are:**

- Take City Information and Engagement Workshop out to groups to build relationships, awareness and capacity
- Make sure you are ready to engage- right language level, multiple levels of communication, support in terms of meals etc. (supports for people who are hungry, homeless), ASL, safety, among others
- Take engagement opportunities out to where these groups meet

### **6. Language and Translation Guidelines**

- Plain language materials available for all engagements. This can be a summary document to support a more technical document, but must always be central to the engagement process, and inclusive language
- Translation and ASL services offered when participants register

### **7. Engagement Compensation Guidelines**

- Remunerate participants when appropriate, especially focused around lived experiences and removing barriers to participation (create guidelines to support this)

## **8. Welcoming**

- Host all engagement events in a way that welcomes all residents, with introductions that welcome and celebrate diversity
- Honour different ways of knowing and learning
- Make time for relationship building between participants
- Offer childminding, transportation supports (bus tickets), when possible include meals in longer engagement events. Look to include a variety of foods from different cultures.

## **9. Make Events Accessible**

- Remove barriers to participation and use accessible meeting guidelines to inform how all engagement events are hosted.

## **10. Accountability**

- Close the loop. This is an important part of building trust over time. Thank participants for their time and confirm what was heard and how the feedback will be used. Explore what a meaningful thank you could look like.

## PHASE TWO

### Welcome Day

#### Themes

The following themes emerged from the conversations EDI and Engagement staff had with newcomers and organizations who support newcomers in Victoria.

- There is great potential in working with other community organizations such as the Greater Victoria Public Library, Victoria Foundation, Where Magazine and many others when looking to find new ways of hosting inclusive, equitable engagement.
  - One outcome of these conversations was that we co-hosted All Our Voices Ideas Boards at two library locations to reach out to a diverse cross section of Victoria residents.
- This was a good reminder that we need to meet residents where they are and understand their needs first. We can then build on this later with more detailed information. In this case newcomers were really excited to learn about recreation opportunities including information about how to apply for the LIFE program for lower income individuals and families. They were focused on understanding what resources were available to help with their new lives in Victoria. Talking about equitable engagement was not as much of a priority, but there was some interest.
- We learned that newcomers to Victoria come from many different countries with different political processes. Some newcomers were quite familiar with engagement processes, while others really hadn't participated in engagement opportunities in the past.
- We learned that it's important to start with the basics. Where are the City of Victoria boundaries? What kind of services does the City of Victoria offer? What is engagement? How does engagement impact decision making in Victoria? What kind of things does the City engage on? How can residents learn more about engagement opportunities? What might engagement look like- i.e., a survey, open house, working group, etc.?
- This was one of the first in-person engagement sessions during COVID and it was so exciting to meet with community members face-to-face and to begin the conversation around equitable engagement.

## Online Community Roundtable

### Themes

The following themes emerged from the online Community Roundtable:

People in Victoria are very warm-hearted and I feel very welcome. It may take a little time to get involved in long term decision making, but I feel very welcome.”

– All Our Voices Participant

“When you’re engaging with marginalized communities understand that people have a history and there can be some hurt. Put compassion in the forefront when you are engaging.”

- All Our Voices Participant

“Continue to make efforts to include marginalized voices at the table. People with lived-experience should be included in decision making.”

- All Our Voices Participant

- **Please share a story of when you felt seen, heard or respected in Victoria?**
  - Pride Parade: not just one location but many locations. A big part of feeling welcome is the pride parade, being allowed to express ourselves during that event (and the festival). Another positive space for me would be seeing signals of being welcomed or safe, such as the pride flag at a business. “It’s more of an expression of the location than the location itself,” said one participant
- **What can the City do to make it feel safe and easy to share ideas and feedback with the City of Victoria?**
  - Please use plain language, common terms, lots of white space
  - The City should partner with community groups to help with translation and get information and engagement opportunities flowing out to more community members
  - Need to do more work to communicate services that are already in place. It’s hard to learn as a new resident
  - One central City information app would be great- to access all information in one place.
  - Social media is a great way to connect



- Need a resource guide for newcomers. We do a great job communicating to tourists- we need to spend more time developing similar tools for newcomers.
  - Compensation would really help to remove barriers- recreation passes, etc.
  - I am a person of colour and from the 2SLGBTQIA+ community- I need to see more representation of people like me. If I shared my views, I would feel like there is someone who supports me
  - Victoria Pride has completed a research document and one of the recommendations is that the City of Victoria should have a dedicated advisory committee or representative in order to have a stronger voice at the City
  - Throughout the year the City needs to strongly communicate your support for the 2SLGBTQIA+ community and other marginalized communities. Communicate how you are being anti-racist, how you are working to decolonize processes etc.
- **What would make you feel like the City heard your feedback and that it lead to results:**
    - A follow up email from Council or staff acknowledging that they heard you.
    - Use tools like public art to showcase the engagement
    - Seeing more representation helps so much. People coming from different countries, working together, seeing it happen- not just talking about it. Not just representation for the sake of representation- there are so many diverse people with something to contribute to the community
- **What is one piece of advice you want to share with the City about engaging with you?**
    - Please keep offering more opportunities like this. Keep doing it and do more.
    - Use plain language, make it easier to read things
    - Find ways to communicate directly to us- build an email list of interested community members to get direct updates
    - I appreciated seeing the “Guidelines for Participation”
    - Continue to make efforts to include marginalized voices at the table. People with lived experience should be included in decision making
    - When you’re engaging with marginalized communities understand that people have a history and there can be some hurt. Put compassion in the forefront when you are engaging

## In-Person Community Roundtable

### Themes

The following themes emerged from three table discussions at the In-person Community Roundtable at City Hall:

“I’ve been in Canada, Victoria, for nine months now. When people express kindness and compassion in day-to-day interactions is what makes me feel welcome.”

– *All Our Voices Participant*

“I see City Hall as the trunk of the tree that branches out into the community.”

– *All Our Voices Participant*

There needs to be a better understanding of the network of organizations and what they are doing.”

– *All Our Voices Participant*

“The City should talk less, listen more and have engagement sessions where participants can help shape the topics for discussion.”

– *All Our Voices Participant*

- **Please share a story of when you felt seen, heard, respected or welcomed in Victoria?**
  - I’ve been in Canada, Victoria, for nine months now. When people express kindness and compassion in day to day interactions is what makes me feel welcome
  - Where I do and don’t feel safe can depend on the perception of class acceptance in an area. I tend to avoid places where class is an issue as I am sometimes mistaken for someone in need of assistance and this makes me feel uncomfortable. Issues of class can be quite stark here
  - The people, the community is what makes me feel welcome. I tried to get out and meet people even during the pandemic. I come from a poor family so it’s important for me to try and connect with people in the community. I was warned about cliques when coming to Victoria, but I have felt welcomed and feel that diversity is celebrated here
  - People are welcoming. This evening for example – we can all sit together for this discussion

- **What can the City do to make it feel safe and easy to share ideas and feedback with the City of Victoria?**

#### **Clear timely, information**

- o Feeling informed with the right amount of emails
- o Wants info earlier about events
- o Having a sense of how long it will take to engage- five minutes or two hours
- o Outline the level of engagement required
- o Include a clear “Why?”
- o Communicate the work that has already been done
- o Participants need enough time to prepare. They need background documents, clear objectives and expected results

#### **Use plain language**

- o Be succinct
- o Jargon – get rid of it, use plain language for everyone to understand

#### **Consider translation and/or interpreters**

- o Increase access: braille, text to talk, radio, audiobooks , ASL
- o Don’t just translate – need to make it accessible to ESL individuals
- o Ask what is needed as you invite participants to events

#### **Think about your audience and choose the right communications tools**

- o Use social media to get your message out more broadly
- o Social media such as Instagram and Tick Tock reaches younger audiences – not Facebook for youth
- o Radio reaches baby boomers / older generation
- o The City needs a new website- currently hard to navigate, search function doesn’t work well- needs to be more simplistic
- o Dial a phone number and punch in a # so that you can access information in different languages – get volunteers to translate and record for access by phone – people could call at any time to access information

#### **Remove barriers for participation**

- o Offer compensation for time
- o Childminding options help families participate
- o Include safe transportation options with invitation- Bus tickets, accessible taxi fare, handyDART
- o Have non-gendered washrooms in all spaces
- o Stigma-free

- o Engagement should accommodate people with social anxiety. Need rules for engagement that let everyone listen and speak if they are comfortable (don't force people to speak in front of a group)

#### **Plan accessible events**

- o Accessible (ASL, talk to text), responsive, be consistent
- o All engagement event venues should be accessible
- o Need to consider social accessibility: address negative social perceptions association with assistive technologies

#### **Have options for engagement**

- o Having options for how and when to engage
- o Online/ in-person
- o Check dates with different communities/ religious events etc.
- o Accommodate different needs – time of consultations, avoid clashes with special days (conflicting schedules) for communities

#### **A focus on relationship building**

- o The City needs to do a better job of keeping track of which organizations are involved and engaged. There needs to be a better understanding of the network of organizations and what they are doing. There doesn't seem to be a central coordinated effort
- o The City needs to focus on relationship building with marginalized communities

#### **Partner with community organizations to get information out or co-host**

- o Reach out through community organizations
- o Use different languages and different formats (infographics)
- o Share information in different ways- consider language, how people will access information
- o Hold in-person events at the Sikh Temple – they can also provide interpretation services and will always offer to provide a meal
- o Co-host with existing community events with engagement pop-ups
- o Hold engagement at colleges and universities – reach out to the Student Association at each institution
- o Faith-based organizations – post on noticeboards but translate into languages. Many people check out notice boards
- o Age specific engagement – colleges/universities/schools

### **Representation**

- o Representation is important, but it needs to go beyond that
- o 2SLGBTQIA+ Advisory Group – need to offer/open this up

### **Meet People Where They Are**

- o Need to help people meet their basic needs before we can ask them to participate
- o 2,000 new residents each year, work with ICA and other organizations to connect with them

### **Treat Everyone with Dignity and Respect**

- o Remove barriers to participation as needed on an individual level
- o Treat everyone with dignity and respect

### **Commit to Deep Listening**

- o Commit to truly/deeply listening
- o As a City put more of an emphasis on listening and less on speaking

### **Co-create Agendas/ Be responsive to community**

- o Focus on actively listening – City shouldn't drive the conversation
- o Don't always bring a set agenda- bring a topic to discuss and ask community members what is important to them within this topic
- o Set aside pre-determined outcomes/agendas i.e.: not how to implement decisions but IS THIS what the community wants?

### **Intersectional Approach to Engagement**

- o Not considering issues as a single issue, i.e., sex worker rights, intersect w/ TN2S, Indigenous, substance abuse, mental health, housing, disability rights

### **Indigenous Engagement**

- o Better define what does consultation with 'Indigenous Communities' mean?

### **Always ask “Who is missing from the table?”**

- o Who is missing from table? It's these voices we need to pay more attention to. What is needed to encourage participation from these groups or individuals?

### **Create Safer Spaces to Share Ideas**

- o Need to be invited to decision making tables
- o The City needs to create a safe space at table and provide time to speak
- o Consider the impact of language- use safer not safe

- o Facilitation training is needed for this
- o Smaller groups make people feel safer and less overwhelmed- this event was overwhelming for some

### **Engagement as an opportunity to build community connections**

- o Isolated people need to get out and be with other people
- o Can be a good opportunity to connect and learn from others in the community

### **Capacity Building**

- o Have capacity building built into the engagement
- o Include seed funding to initiate project
- o Share stories of empowerment to inspire others.



- **What would make you feel like the City heard your feedback and that it lead to results:**

**During engagement:**

- Knowing there are protocols in place to value everyone's input
- More transparency and clear expectations from the beginning
- In-person open house – make sure to greet people and use their names
- Do small round tables – feel more heard
- Need more compensation (especially when asking about lived experiences- this helps remove barriers and shows that there is some value placed on what is shared)

**After engagement:**

- Need more follow up- needs to be timely
- Closing the loop email- learn about next steps or an update on the decision making/engagement process before reporting back to Council
- Human touch – talk to people – not just email or voice mail – pick up the phone and connect about next steps or outcomes
- Infographics – a visual repeat back would be helpful
- Interactive map to demonstrate who/demographics
- Knowing who reads feedback- did a real person hear and respond to feedback?
- Need to show accountability by sharing next steps and updates on decisions and implementation

**Desire for longer term involvement in a decision-making and implementation process**

- This event is a good example. This is not just to give advice. We are here as stakeholders. We want to be empowered and make change in our community
- There needs to be continued discussions with stakeholders until a resolution is made. People want more say and to feel like they are part of the decision

- **What is one piece of advice you want to share with the City about engaging with you?**

**The City should talk less, listen more and have engagement sessions where participants can help shape the topics for discussion.**

- Talk less, listen more
- More flexible agenda
- Have less structure in engagement events- fewer “Asks”
- Don't have an agenda during engagement events and don't ask so much from people

**Work to involve more youth**

- o Work with universities and colleges to involve more young people
- o Explore opportunities for mentorships or co-ops for young people

**Work to involve more newcomers and ESL learners**

- o Reach out to ESL learners and have a focus group with them
- o Reach out to Newcomers, offer language supports- plain language, translation, etc.

**Work to involve more seniors**

- o Give older generations a voice- Elders have many experiences and wisdom to share

**Address systemic issues**

- o Treat issues with a systems lens as they are systemic issues (colonialism, housing, climate change)
- o How to find a balance between sharing inspiring stories of success and not backing away from issues that need to be addressed – Walking the talk- recognizing colonialism impacts; reconciliation
- o Use tools the community indicates are NECESSARY: transformative justice, decolonizing, step away from the capitalist system
- o Pull in intersectional inclusion (issues are not isolated)

**Create a sense of connection**

- o In-person opportunities are so important – create a sense of connection
- o People have screen fatigue

**Be clear about why you are asking for demographic data**

- o Why does the City need to ask ethnicity question on surveys – often need to select more than one
- o People don't want to be put in a box, include more context as to why you want to know

**City has an important role to convene and facilitate cross sections of community**

- o City's role is to facilitate multi-stakeholders and sectors coming together
- o Look at cultural and traditional approaches (i.e., talking circles, cultural sharing circles)

**Personal touch goes along way**

- o Reach out personally with invitations, personal follow up

**A focus on innovation, finding new ways of convening community**

- o Appreciation for the community roundtable event
- o We need to innovate together- come up with new ways of convening community conversations
- o How can we adapt? What are new ways of having conversations with community?

## Small Community Roundtables

### *Chinese Community- Pilot Project*



### Themes

This small community roundtable was created based on a request from the Chinese Community Services Centre (CCSC) that members of the Chinese community would very much like to be part of the All Our Voices engagement, but would prefer meeting in a more intimate setting, where they would feel more comfortable sharing their ideas and building relationships in a culturally appropriate way.

The City of Victoria partnered with The Chinese Community Services Centre (an inclusive organization, open to all) to co-design and co-host a small community roundtable conversation over Chinese tea, followed by an opportunity to connect over shared dim sum. Cantonese and Mandarin live translation was available.

This collaboration has evolved into an All Our Voices Pilot Project to explore what working together in a reciprocal relationship could look like. (Further details are available in the earlier section on the Pilot Project on page 18.)

The following themes emerged from the Small Chinese Community Roundtable:



“The consultation, working together, sharing ideas, concerns, and hospitality were mutually appreciated. The roundtable was a very good example of ‘listening’ to one another. In Chinese calligraphy is a compilation of strokes representing ‘eyes, ears, undivided attention and heart’.”

- *All Our Voices co-host*

“This is a good start. It has been too long in having an exercise where the City of Victoria has reached out directly to the Chinese community.”

- *All Our Voices Participant*

“City Hall is one block from Chinatown and they don’t know us – there has been no connection between the City of Victoria and the Chinese community. This is the first time City staff have come to us and asked for ideas and participation.”

- *All Our Voices Participant*

- **What would make it safe, easy and welcoming for you to share your input and ideas with the City of Victoria?**

**Enhance communication channels with the Chinese community**

- Enhance communication channels – this joint meeting is a good channel to share information, working with the CCSC can be useful in this way to relay City information
- Liaison position with the City would be helpful
- Feedback should not only be available through social media and website, also need in-person opportunities including paper feedback, brochures etc.
- Happy to host more meetings in CCSC and be a hub for information and the flow of ideas

**Clear, timely information and opportunities for early engagement**

- Before any big construction project, tell merchants and residents about the impacts, benefits and changes. We felt left out of some past processes and would have liked education and involvement beforehand

**Information and engagement platforms should be easier to access and user friendly**

- Language on City's website is challenging – needs to be translated
- The City needs to directly communicate to our community when there is something that impacts us
- Not everyone has access to a computer- we could benefit from a shared computer or tablet. CCSC can help bridge that gap and connect the community to City resources
- Having to register first to give feedback – makes it difficult, some people think it is a barrier. People want to know their Information is safe when they share it online (City should communicate how we are keeping their information safe)
- With an increase in Asian hate crimes people want to feel safe. Having to create a public profile (HYS) to give feedback with your name attached to it is a barrier. It needs to have option of being anonymous (Information about how to create a profile- with a username and not personal name could help.)

**The City needs to spend more time listening to the needs of our community and building trust.**

- Currently have concerns about being heard by the City and transparency is broken
- Here are a few of the topics that we would like to connect with the City of Victoria on:
  - How to keep Chinatown intact/authentic/viable- More non-Chinese businesses popping up in Chinatown – 75% should be Chinese/Asian to maintain it as an authentic Chinatown
  - Asian hate and discrimination is threatening - Chinatown is small and we need our spirit to grow
  - Many inconveniences in the city in Chinatown core, lots of construction and no one knows what is happening due to lack of communication. These are negatively affecting businesses and customers
  - Safety, parking for businesses, Chinese school and temple and seniors, lack of schools in the downtown core, need for low-income housing, etc.



- City assets in Chinatown need ongoing maintenance- dragon banner, dragon mural, Gates of Harmonious interest
- Would like to see a permanent Chinese exhibit at the Royal BC Museum (City should support keeping exhibit in Chinatown as a permanent site), would also love historical plaques in Chinatown- link to resources about history of Chinatown from UVic
- How do we keep Chinese culture alive and well – are there grants from the City of Victoria?

### **Make City Hall More Welcoming**

- It doesn't feel like an inviting place. I don't feel like I belong there

### **Including traditional Chinese characters on street signs etc. would make us feel welcome**

- Would like street signs to be bilingual and include traditional Chinese characters- things like this make us feel welcome

- **How do you want to connect with the City? (How would you like to receive information about programs and services and how would you like to engage? Online? In- person? )**

### **Partner with the CCSC and other Chinese organizations to share information**

- Resources and project updates should go to CCSC to do translation so community knows and lack of information isn't a barrier – the community center could translate documentation for its members- they are willing to do this
- The City should connect with associations so they can then connect to their members- there are many different associations in the Chinese community- such as the Chinese Community Benevolent Association
- Need to be connected with City staff and resources. Unsure of where to go? And who they need to contact? How do we ask the city to re-paint the dragon for example? When will projects be complete?

### **Easier Ways to Connect with Staff at City Hall and City Programs, Engagement Events**

- Establish a mobile app with communication adjusted to Chinese Culture – with different themes i.e. housing, traffic, parking, roads- for younger population
- Bi-monthly, open door opportunity with City staff devoted to Chinese community – with translator on site- to connect with City information, resources, share ideas etc.
- Need an email or hotline to provide feedback to the City

- Community bulletin board needs to be maintained- could City maintain it? People could go there to look for local notices
- Connecting with City Hall is not easy. City Hall is one block from Chinatown and they don't know us – no connection between City Hall and Chinese community
- Not a lot of information on how to get connected to the City of Victoria

**Need a staff liaison working with City and Chinatown**

- This is the first time City staff have come to us and asked for ideas and participation
- One Councillor is connected, but City needs to provide more information not just publishing articles in newspaper
- Chinese community members should share information with the City as well
- Business representatives need to know what's going on

**Offer Translated Materials and Opportunities to Engage in Person**

- Translated materials would help, with multicultural content that is relative to the Chinese community
- Many members don't know how to use computers therefore won't provide feedback, more in person engagement is needed, at least half of members aren't online
- Attending engagement events at the Chinese Community Services Centre would work

**Provide an electronic newsletter**

- Electronic newsletter or email updates is helpful

**• What would make you feel that the City heard your ideas or feedback?**

- Emails and follow up meetings
- Share engagement updates with CCBA or CCSC- combine into 1 email to share

## ***Black Community***

### **Themes**

This small community roundtable was created to follow up from the Community Roundtable, as the founder of the Issamba Centre was registered but not able to attend. A member of the Engagement Team and EDI joined the founder of the Issamba Centre and a few other members of the Black community in Victoria for this dialogue.

Issamba is one of five or six main organizations in Victoria who represent the Black community. There is not one umbrella organization. Future engagements should take this into consideration.

The following themes emerged:

“Representation at every level of government is important. Someone who looks like us. Have someone who will speak for the Black community.”

– *All Our Voices Participant*

“There are varying levels of trust of government within the Black community- there is an opportunity to do things differently and build better trust.”

– *All Our Voices Participant*

“You need to understand that the Black community is made of up many different countries, languages and cultures. There isn’t one umbrella organization for the Black community, the City needs to bring a collection of organizations together to do this work fully.”

- *All Our Voices Participant*

### **Highlights of what was shared:**

- o The Black community is diverse and doesn’t have one umbrella organization
- o There are varying levels of trust of government within the Black community- there is an opportunity to do things differently and build better trust
- o Systemic racism is a huge issue
- o For too long Black people have been underrepresented- need representation at all levels of government
- o There is an opportunity to partner with community organizations for communication and engagement

- **What would make it safe, easy and welcoming for you to share your input and ideas with the City of Victoria?**

#### **Representation**

- o Representation at every level of government: Someone who looks like us, have someone who will speak for the Black community
- o Want to see diversity in Council, Managers, Directors
- o Need diversity in Engagement

#### **Work to Build Trust with the Black Community**

- o Wanting ways to submit anonymous feedback relates to trust / distrust with government- currently trust is quite low and some members of the Black community don't want to share personal information with government

#### **Ways to Be Anonymous**

- o Avenues to be anonymous
- o Tip line, share ideas, phoneline

#### **Address Systemic Racism**

- o Systemic racism is a huge problem
- o This is the system, government is the problem

#### **Understand that the Black community is made of up many different countries, languages and cultures**

- o Think about Europe...many difference languages and cultures. There are 70 countries represented by the Black community
- o There isn't an umbrella organization for the Black community, the City needs to bring a collection of organizations together to do this work fully

#### **More City resources for social media**

- o Would like to be able to Tweet directly to the City and get responses in real time- this would require more social media resources than are currently available- have a position dedicated to communicating to the community through Twitter
- o Would be great to have user generated content- allow different equity-seeking groups to run the social media accounts for an afternoon, work with community on content

- **How do you want to connect with the City? (How would you like to receive information about programs and services and how would you like to engage? Online? In- person?)**

**For too long black people have been underrepresented. Communications and engagement efforts need to be “for us”**

- The City needs to work with the Black community to understand our needs and tailor communication and engagement to us- to understand how to reach us, language, what’s important to our community, etc.

**The City needs to do organizational mapping to understand all of the organizations who serve the Black Community**

- This includes: Issamba, Island Fest (Caribbean community), BC Black History Society, Black-led assembly in Victoria and others

**Partner with organizations run by the Black community**

- Once the City understands which organizations they need to connect with, then they need to partner with them to get information and engagement opportunities out into the community

- **What would make you feel that the City heard your ideas or feedback?**

**We want to see what we shared, in the results**

- Want to see how our voices were included in the decision making process

**We want to see people who look like us**

- Within the City staff and other levels of government

**We want better access to funding**

- The Black community needs more funding for housing and other important areas

**We want access to more grants**

- IDPAD \$25,000 is a start but not enough- need more
- We need more information about other grants and funding
- The City needs to recognize that there is more than one group representing the Black community- they can’t just check the ‘Black community box’ by offering a grant to one community- this may just be going to a segment of our larger community. The City should expect many different applications from various groups

- **What would you like to engage with the City on?**

**Some of the interests of the people in this room include:**

- Recreation + health
- Need more diversified recreation programs (afro beat class, fitness company, Fit Riv)
- Arts (interested in murals)
- Housing (dedicated piece of land for black community)
- What can be done for affordable rent
- Education on the rights of renters i.e. How to protect against eviction
- Housing options for the Black community



## ***New Canadians***

### **Themes**

The City of Victoria partnered with the Intercultural Association of Greater Victoria to host two conversations with new Canadians who are enrolled in English language classes at ICA.

Engagement and EDI Staff joined ICA staff and students for a short workshop about how residents can engage with the City and how residents can get connected with City information and City resources. This was followed by a discussion about inclusive engagement.

The following themes emerged from two dialogues co-hosted at the Intercultural Association of Greater Victoria:

“Translated information would be really helpful.”

- *All Our Voices Participant*

“Offering free parking at engagement events would be really helpful as it’s so expensive. I have multiple jobs and don’t have the time to take the bus. I would like to be more involved.”

- *All Our Voices Participant*

“I would like more opportunities like this focus group to communicate with the City and have the City consult with newcomers like us on issues. It would make me feel more involved.”

- *All Our Voices Participant*

- **What would make it safe, easy and welcoming for you to share your input and ideas with the City of Victoria?**

#### **Feedback included:**

- If there were small groups and sharing circles where we can share our doubts and concerns
- If there were more opportunities to share through writing, especially if one’s spoken English isn’t as good yet
- Facebook and other forms of social media could be good platforms to use
- Direct e-mails
- If it was in my language
- If I could go to City hall and talk to someone
- I would like to get more understanding on all that the City does, especially information that would help prepare for an engagement session

### **Surveys are most convenient**

- Translated to first language (Mandarin/ Korean in this case)

### **Workshop**

- Difficult to find time – work seven days a week
- Could participate afternoon/ evening or Friday/ weekend or Monday morning
- Smaller or larger format would be fine – dependent on topic

### **Open house**

- Translated information would be really helpful
- Venue – Offering free parking at engagement events would be really helpful as it's so expensive. I have multiple jobs and don't have the time to take the bus, but I would like to be more involved
- Transit is expensive – bus tickets could help some
- Also prefer in-person mixed with online – easier to communicate in English

- **What would make it feel safe or safer to share feedback with the City?**

- Have experienced incidents of racism – at bus stop or neighbours calling police due to volume of a few guests (but didn't mention concern with attending events because of this)
- One participant was comfortable talking in larger groups, the other wasn't
- I would like more opportunities like this focus group to communicate with the City and have the City consult with newcomers like us on issues. It would make me feel more involved
- If the comments could be anonymous
- If it was online and accessible
- I don't feel ideas are always heard
- More accessibility is needed
- If it was in a safe group with a good leader

- **How do you want to connect with the City? (How would you like to receive information about programs and services and how would you like to engage? Online? In- person?)**

- Online and in-person both are ok
- Online- with opportunities to share written ideas can be easier when learning English

- **What would make you feel that the City heard your ideas or feedback?**
  - Personal feedback via email or text
  - Phone call – if for small group
  - If I saw the changes made in the city according to what we had discussed
  - If I was able to participate more, e.g. If I could vote as a permanent resident
  - If I received an update e-mail or article as well as saw tangible results
  - If the consultation process happened more often
  
- **What would you like to engage with the City on?**
  - Parking- it is difficult within downtown area of new ICA location, high cost of parking
  - Lots of members/ participants have mobility issues – elderly, wheelchair users, blind
  - Big families and multiple jobs so need quick access and transit isn't an option
  - Ways to improve security in neighbourhoods (including schools, parks etc.- more comfort walking around for women etc.)
  - How to improve parks, education centres and public facilities that we all use
  - How to address food insecurity/ scarcity of food and products on the island
  - Ways to improve the City of Victoria website as it is not very accessible
  - How to make public services more family and kid friendly
  - It is hard knowing how to access resources when you first get to Victoria. It would be great to get more available resources to support with this

## Coffee Chats

### ***Precariously-Housed Community Member***

#### **Themes**

This small community conversation was created to follow up from the Community Roundtable, as three clients of Cool Aid registered, but were not able to, or did not feel comfortable, participating.

Better understanding how to engage with people with lived experience with homelessness or being precariously housed is very important to understanding how the City can better reach these members of our community and understand what we can do to make it easier for them to share ideas.

Engagement and EDI staff meet with this community member to work through these questions. The following themes emerged from this discussion:

“Before meeting with you today, I didn’t feel like I was a City Hall person. I don’t have shirts and ties. I felt like I didn’t fit in and it wasn’t a place for me.”

“This is a systemic problem. There are lots of inequalities. All voices should matter.”

“I’d really like to find ways to be more involved with decision making, I’ve just never really known how. It is hard to share ideas when many of us don’t have access to electronics. We don’t have money for cell phones or computers.”

– *All Our Voices Participant*

- **What would make it easier for you to share your input and ideas with the City of Victoria?**
  - More familiarity with the City of Victoria: City Hall 101 would be helpful or a tour of City Hall
  - Offer gift certificates
  - Offer drinks and food
  - Give people a place to gather
  - It is hard to share ideas when many of us don’t have access to electronics. We don’t have money for cell phones or computers
  - There needs to be better dialogue between all levels of government- people like me fall through the cracks

- Engagement at street level would be important: i.e. at the Cool Aid gym, or other places we go for services
- Engage online for those who do have access
- Include information on:
  - Notices at BC Housing
  - Cool Aid bulletin board
  - Cool Aid Medical facility
- Good idea to share engagement opportunities through an app
- The City and other levels of government need to be supporting people to stay in current homes
- Many people on the street are completely disconnected
- Cool Aids REES program (Resources, Education, Employment and Support), SOLID, Our Place are all good partners to work with
- **What would make it feel safe or safer for you to share feedback or ideas with the City of Victoria?**
  - Post city initiatives at different organizations
  - City Hall not always comfortable
  - Be more casual – less formal
  - People who are experiencing homelessness are self-conscious, dignity is important
  - Everyone should have the right to share ideas
- **What would make it feel more welcoming to share feedback or ideas with the City of Victoria?**
  - Seeing our ideas put on a board makes us feel heard
  - This is a systemic problem. There are lots of inequalities. All voices should matter
  - Before meeting with you today, I didn't feel like I was a City Hall person. I don't have shirts and ties. I felt like I didn't fit in and it wasn't a place for me
  - Hard work doesn't equate good life
  - Housing coordinator at the City – could be helpful

- **What would make you feel that the City heard your ideas or feedback?**
  - Seeing the ideas put on a board
  - Offering housing that is affordable
  - Not lumping all disabled people together
  - Understand more about what the City can do about affordable housing and what other levels of government can do
  - Send engagement updates out through community partners
  - Talk about how a decision will impact them
  - Explain about how they will have an impact
  - Compensation: gift cards (even a small amount matters to us)
- **What would you like to engage with the City on?**
  - Mayor's open house
  - Accessibility Advisory Committee
  - Rental Advisory Committee
  - Housing Liaison
  - More options for subsidies for housing

## ***Table Talk and Existence Project (Black, Racialized and Homelessness Communities)***

### **Themes**

Table Talk is an organization that hosts dialogues with Black and racialized members of the community. The Existence Project supports people experiencing homelessness.

This 'coffee chat' was created to follow up from the Community Roundtable, as this community member was registered but not able to attend. The following themes emerged from this conversation:

"City Hall used to feel like a fortress- very formal and really hard to actually talk to anybody. It was so great to meet with you in person today. It's nice to know who to contact at the City and to know this work of inclusive engagement is important."

- All Our Voices Participant

"It's important for the City to collaborate with other organizations in town that represent the different groups that the City wants to engage with."

- All Our Voices Participant

"Cultural safety is so important when engaging with different groups, along with accommodating all participants and keeping accessibility considerations front and centre."

- All Our Voices Participant

- **What would make it easier and safe(r) for you to share your input and ideas with the City of Victoria?**
  - Have an Engagement Hub so that people know where to go to share feedback (The Have Your Say link was shared as a follow up)
  - I want to see representation- people who look like me
  - It's important for the City to collaborate with other organizations in town that represent the different groups that the City wants to engage
  - Put newsletters in different spaces such as community associations
  - Offer different incentives for people to come to engagement sessions
  - Pay people for their time
  - Parking passes
  - Personal outreach/direct outreach via email



- **What would make it feel more welcoming to share feedback or ideas with the City of Victoria?**
  - City Hall used to feel like a fortress- very formal and really hard to actually talk to anybody. It was so great to meet with you in person today. It's nice to know who to contact at the City and to know this work of inclusive engagement is important
  - Cultural safety is so important when engaging with different groups, along with accommodating all participants and keeping accessibility considerations front and centre
  - Share relevant thing that are happening in the community
  - Send out resources
- **How do you want to connect with the City? (How would you like to receive information about programs and services and how would you like to engage? Online? In-person?)**
  - Hybrid model of connecting online and attending events
- **What would make you feel that the City heard your ideas or feedback?**
  - See results
  - Seeing changes that I have mentioned
  - A follow up with the information received
  - Sending information about when council is meeting, through social media
- **What would you like to engage with the City on?**
  - Housing
  - Equity, diversity and inclusion topics
  - How is the city engaging with the Indigenous people?
  - Pathways to funding: Knowing when grants are available: better information

## Accessibility Advisory Committee

### Themes

The co-chairs of the Accessibility Advisory Committee (AAC) participated in the In-person Community Roundtable and committee members also had the opportunity to provide input through the survey. This meeting was an opportunity for City staff to present what we had heard regarding accessibility in earlier phases and ask for any additional feedback. The City of Victoria Accessible Meeting Toolkit, which is being updated in partnership with the AAC, is in the final stages of development and will offer guidance relating to engagement events.

The following themes emerged:

“If you are asking for people to register for the survey, there should be an option to call Engagement and get support for this registration. The registration process for Have Your Say can be a barrier for some.”

– *All Our Voices Participant*

“All feedback and ideas need to go to Council, not just cherry-picked ideas that support the recommendation.”

– *All Our Voices Participant*

“There needs to be a clear process for closing the loop on what was heard and what is being brought forward to Council.”

– *All Our Voices Participant*

- **What would make it easier for you to engage?**

- If you are asking for people to register for the survey, there should be an option to call Engagement and get support for this registration. The registration process for Have Your Say can be a barrier for some
- There should always be an opportunity to complete a survey or share feedback over the phone through the Engagement team

- **What would make it feel safer for you to engage?**

- Some community members can't attend events at venues that allow pets (other than support animals). City Hall still allows pets. Venues that are pet free should be used to host engagement events
- A scent-free policy and more visibility of it is needed for City Hall, if it is to be accessible to all

- Food allergies can be a barrier for people to engage in person. One idea is to offer gift cards for food or drink, instead of refreshments. At other times food is an important part of an event, to keep people nourished and to help build community. Allergies should be considered when meals are ordered
- **What would make you feel that your ideas and feedback had been heard?**
  - All feedback and ideas need to go to Council, there is a perception right now that certain ideas or feedback is cherry-picked that support the recommendation
  - There needs to be a clear process for closing the loop on what was heard and what is being brought forward to Council
  - Need to really focus on transparency

## Idea Boards

### Themes

Over 115 ideas were shared through four Ideas Boards at City Hall, the Crystal Pool and Fitness Centre and two branches of the Greater Victoria Public Library. The following are some themes that were heard:

- **What would make it easy for you to share ideas and input with the City of Victoria?**
  - Listen to and act on the feedback provided by the public
  - Use social media to promote surveys and other engagement opportunities
  - Involve community volunteers to help engage other community members
  - Accessible online forms
  - Central event sharing hub i.e., online, library, City Hall
  - Go to where the people are- students, seniors, low-income residents
  - Host Town Hall-like meetings with councillors
  - Idea boards like this are great- this is a non-intimidating way to communicate with the City; promote these boards more widely
  - Ensure accessible parking access if you really want to include people with a disability
  - City staff should work to find solutions to some problems, don't bring all of them out to low-income households to solve
- **What would make it feel safe for you to share ideas and inputs with the City of Victoria?**
  - Make sure engagement is honest and thoughtful (with an opportunity for feedback incorporated into the decision-making process) and that you are not just checking a box
  - Show different ethnicities on social media
  - Allow anonymity so all ideas are welcome without conflict
  - Listen to community ideas rather than only considering internally generated ideas
  - Listen more instead of bringing the City's pre-set agenda
  - Allow large expensive projects to go to a public vote
  - Address the various demographics within the city rather than only one group
  - Host more casual coffee/ hang out/ informal community social events with city employees and the community so we can build good vibes, sense of community, match faces to names and break down barriers for engagement and communication

- Encourage authentic communication; offer skill building sessions for community and staff
  - Find ways to encourage and support people who are shy; design facilitation processes with this in mind
  - Currently groups or people with the loudest voices are the ones who are heard, how will you change that?
  - Don't censor legitimate ideas- who decides what is legitimate?
  - The physical layout of the Council chambers emphasizes power imbalances
  - Keep 2SLGBTQIA+ dialogue going
  - Increase community education on local issues such as homelessness, substance abuse and overdose awareness
- **What would make you feel like the City of Victoria heard your ideas and inputs?**
    - Clearly communicate and share (video, infographics) publicly provided feedback with the City so people can understand how community feedback actually guides and influences planning decision making
    - Share engagement results on social media
    - Provide more personal responses to inquiries and ideas
    - Actually implement ideas shared with the City
    - Follow through is key. You listen and collect data, but there needs to be more of a focus on the follow through
    - Please listen to all ideas that are shared
    - Allowing sincere engagement that invites open answers so the community can share what they really want, rather than questions with limited answer options
    - Having allies actively call out less obvious forms of racism and prejudice

## Reconciliation Dialogues

### Themes

On May 30, 2022, The City Family hosted a Reconciliation Dialogue: Guests of Lekwungen: Urban Indigenous Experiences in Canada.

This Dialogue shared stories that highlight the experiences of Urban Indigenous people living in Lekwungen territory and the diversity of Indigenous experience. Many Urban Indigenous people living in Lekwungen territory are not people of the Lekwungen lands. Yet as Indigenous people in Canada, they are often displaced from their own homelands through the process of colonization, including the sixties scoop and other colonial practices. There were also live musical performances by the Mitchell Sisters and the Answer2 drum group. The archived webcast is available on the City's website.

This session was an important opportunity to learn about the Urban Indigenous community members in our area and to begin to consider what inclusive, equitable engagement could look like in this context.

Engagement-related learnings included:

- The Urban Indigenous community in Victoria is incredibly diverse. They have come to Victoria for many different reasons, from many different places and cultures, with different statuses, and with many different experiences.
- The impacts of colonialism in Canada has resulted in intergenerational trauma for many Indigenous people, in many different ways
- Systemic racism is a part of most of their stories.
- Many community members are searching for a sense of belonging, welcome and acceptance.
- One presenter, Victoria Pruden, noted: "A loving, heartfelt, authentic welcome means so much"
- The City can have an active role in helping the Urban Indigenous community feel welcome, accepted and that they belong. We need to shift how we are doing things
- The Victoria Native Friendship Centre can be a great partner to further explore how to co-host meaningful, culturally-appropriate engagement with Urban Indigenous community members.
- Relationship building is key- on an individual-to-individual basis. This takes time.
- Meals are a central part of relationship building
- There is so much strength in this community and support for each other

- It was noted that people are reconnecting with their culture and there is a movement to create new songs and dance to bring strength to Urban Indigenous people living here
- Themes of being a good guest on these lands- this means to learn, listen and respect.
- Policies for Indigenous people need to be constructed by Indigenous people
- Justice- reconciliation involves us
- The City Family is doing so much to improve our quality of life here in Victoria.



## Written Submissions

### *Victoria Pride*

#### Themes

The Victoria Pride Society participated in the online Community Roundtable. They did not have time for a further coffee chat as they were ramping up for the Pride Festival, but they stated that they are very interested in working more closely with the City of Victoria. They submitted a presentation entitled “Building Up 2SLGBTQIA+ Communities in Greater Victoria.” Some direction from this report included:

- 2SLGBTQIA+ people require better community support from local settler governments in the Greater Victoria area
- 2SLGBTQIA+ people face discrimination across Canada
- This discrimination is often grounded in other systems of oppression
  - Settler colonialism
  - Systemic racism
- The question that needs to be answered is: How can Greater Victoria’s local governments improve 2SLGBTQIA+ community supports
- Guiding principles: Diversity, Equity and Inclusion
- Objectives for action: 1. Celebrate diversity, 2. Deliver greater equitable outcomes, 3. Create inclusion opportunities
- Engagement related recommendations include:
  - Create a permanent advisory committee or other representative position to explicitly and specifically represent 2SLGBTQIA+ people and interests
  - Celebrate 2SLGBTQIA+ communities and achievements
  - Provide opportunities for 2SLGBTQIA+ artists and art
  - Update forms requesting gender to provide options for non-binary gender expressions and identities
  - Establish gender-inclusive bathroom policies for municipal buildings to better include transgender and non-binary people

## Community Survey

The All Our Voices community survey was a secondary engagement tool designed to reach out further to equity-seeking communities who the City may not have traditionally heard from, while also providing an opportunity for the broader community to share ideas and feedback. The survey was shared with the organizations who took part in the earlier Community Conversations to share with their members, and to 165 related equity-seeking organizations.

To reach the broader, more engaged community, the survey was hosted on Have Your Say and promoted to more than 7,800 registered members and through 5,500 people on social media.

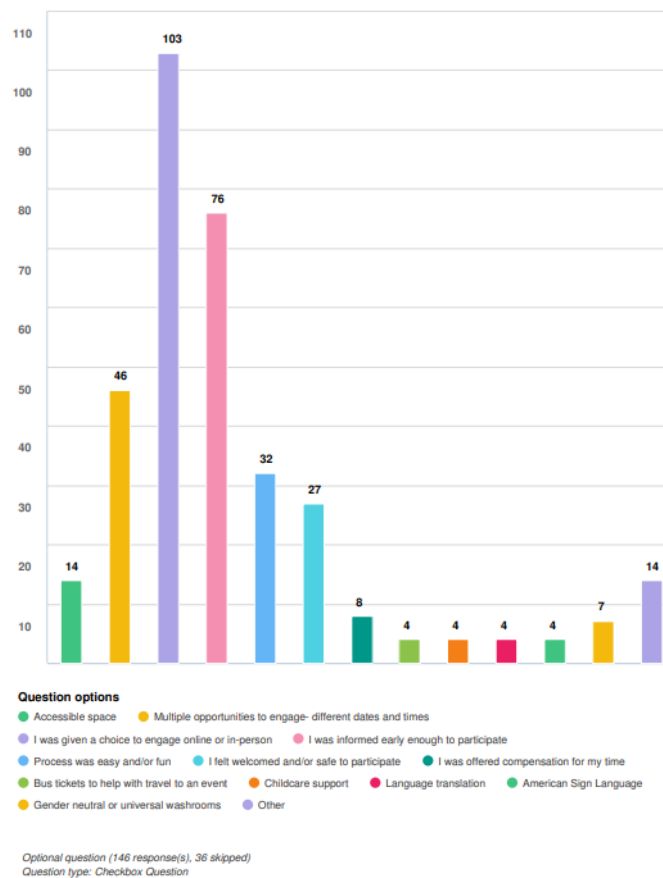
The goal was to hear from a smaller group of impacted and interested residents (quality responses), instead of just aiming for a high number of participants (quantity). This approach to defining success in engagement is part of the proposed All Our Voices Engagement Framework.

As part of the pilot project with the Chinese community, a shorter version of the survey was translated into Mandarin and then shared directly to the community through the Chinese Community Services Centre. It is interesting to note that respondents of all 10 translated surveys indicated that this was the first time they had participated in a City of Victoria engagement.

182 people participated in the survey and 22 community organizations were represented.

Please note that responses relating to “Who We Heard From” questions can be found in the earlier section.

## What helped you participate in engagement opportunities in the past?



Nearly **three-quarters of respondents indicated being able to participate online** was what helped them the most to participate, with **being informed early** was second.

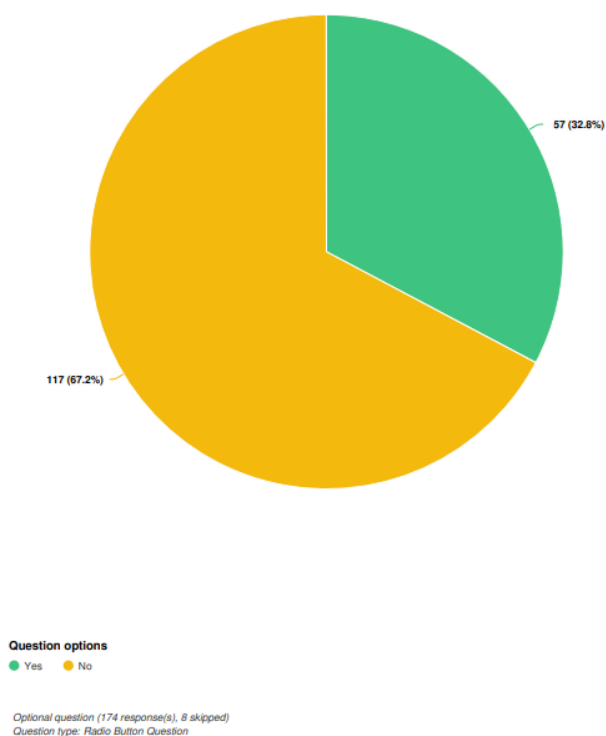
- 71% The choice to engage online or in person
- 52% I was informed early enough to participate
- 32% Multiple Opportunities to engage – different dates and times
- 22% Process was easy and/or fun
- 19% I felt welcomed and/or safe to participate
- 10% Accessible Space
- 10% Other
- 6% I was offered compensation for my time
- 5% Gender-neutral or universal washrooms
- 3% Bus tickets to help with travel to an event
- 3% Childcare support
- 3% Language Translation
- 3% American Sign Language

*Note: Participants were given the option to select as many answers as needed. Percentages were calculated as a comparison of the number of responses for each option versus the number of participants and will, therefore, not add up to 100.*

**When we asked if there were other things that were offered that helped the public participate in an engagement opportunity, feedback included:**

- Receiving survey notice through various methods
- The simplicity of surveys
- The ability to attend City Council Meetings online
- I was invited by a councillor
- Having my basic needs met first: i.e. homeless shelter and supports
- I appreciate the opportunity to voice opinions and engage on topics of interest

**Have you faced barriers to participating fully in City-led engagements?**



**Two-thirds (67%) of survey respondents indicated that they have not faced barriers to participating fully in City-led engagements, with one third (33%) saying that they have.**

When we asked to elaborate on what barriers were present for those who were unable to fully participate and what the City could do to help remove them, the common themes were:

- *Time was the most common theme:*
  - Timing of meetings conflicts with typical work hours- I can't participate during work hours
  - I have a family and a full-time job- it's hard to find the time
  - Presenting at Council takes too much time and is too unpredictable- very hard to plan around
  - Please reduce the volume of engagements- it is hard to commit that much time
- *Other key themes:*
  - Not being informed early enough to participate fully- engagement windows are too short
  - Not being aware of an engagement opportunity
  - All engagement opportunities should have an online participation option- more than one way and time to engage
  - Technological barriers for low-income groups- lack access to technology
  - Accessibility problems with the Have Your Say platform, i.e., the registration process is inaccessible to blind people
  - Not all venues have been accessible- i.e. food, scents, pets
  - A contact number for someone to help with accommodations should be provided for each engagement opportunity
  - Need all materials in plain language
  - Have materials translated
  - Need to have all materials accessible for people with disabilities- ie blind
  - Need to include equity-seeking communities earlier in the planning process- help shape the questions, scope of engagement- are often invited in too late in a process- need more opportunities to co-create solutions
  - Need to map out who will be impacted for all engagements and ensure you are taking the time to engage with all- such as accessibility group for a new playground
  - Surveys contain limited options within multiple choice questions. The survey design can limit what can be shared.
  - Feeling unheard and unsafe at in-person meetings. All ideas should be valued, not just ones that align with Council or other participants. Ensure well-trained facilitators
  - Evening events are challenging. Not comfortable being out at night.

- o Ensure there is sufficient parking near the venue

**Additional things noted to consider include:**

- o Living in a homeless shelter without internet prevented me from participating completely
- o Consider helping with childcare
- o Provide clear instructions for how to share information at Council meetings- length, format etc. These systems can seem very bureaucratic and hard to understand
- o Council seems to have a history of engaging and then not listening to what was heard
- o Decisions seem to be made in some cases, before engagement takes place
- o The lack of diversity in leaders in the City make it difficult to create a welcoming and safe space for community members to feel heard and respected
- o That older, white men have been listened to, especially those with a long history of engaging with the City- over women, BIPOC members of the community
- o Classism and poverty discrimination are problems
- o Neighbourhood Associations often only represent very few citizens- a more inclusive and welcoming approach needs to be developed
- o The City's current process often divides people, creates divisiveness in the community. It has created distrust and frustration

**Would it help you if the City documents were translated into other languages?**

**Approximately 1-in-8 (14%) of survey respondents said that it would be helpful** if City documents were translated into other languages.

We have been listening to ideas from the community about how to create a safe and welcoming environment for engagement. When participating in an engagement event, how would rate the importance of each of these actions to help you feel welcomed?

	Important	Neutral	Not Important
All facilitators have Indigenous cultural safety, anti-racism and equity and inclusion training	58%	22%	20%
Space and time for introducing yourself in a meaningful way	30%	48%	22%
Space and time for storytelling	26%	44%	30%
Different ways of sharing ideas- we all think, process and share ideas in different ways	65%	21%	14%
Meeting in a space that is familiar to me	15%	46%	39%
Having facilitators who are familiar to me	11%	42%	47%
Including cultural elements in a session through food, music, etc	27%	34%	39%
Respectful, Inclusion Participation Guidelines- to ensure all voices will be heard	77%	12%	11%

When we asked what else the City could do to make it feel safe and welcoming for the public to share ideas and input, the common themes were:

- *Building Trust Most Common Theme:*
  - The City needs to ask for feedback before Council has made up their minds on something so that public opinions are actually listened to and considered in decision making. This is key in building trust with community
  - The City needs to work on their credibility and trustworthiness with marginalized communities. Being more honest and transparent and taking actionable steps towards decolonization, housing first initiatives and harm reduction policies
  - Council needs to focus more on listening to what the community wants. Right now engagement feels more like window dressings on decisions that have already been made
  - I don't feel the community has confidence that Council will listen and that ideas will be acted upon



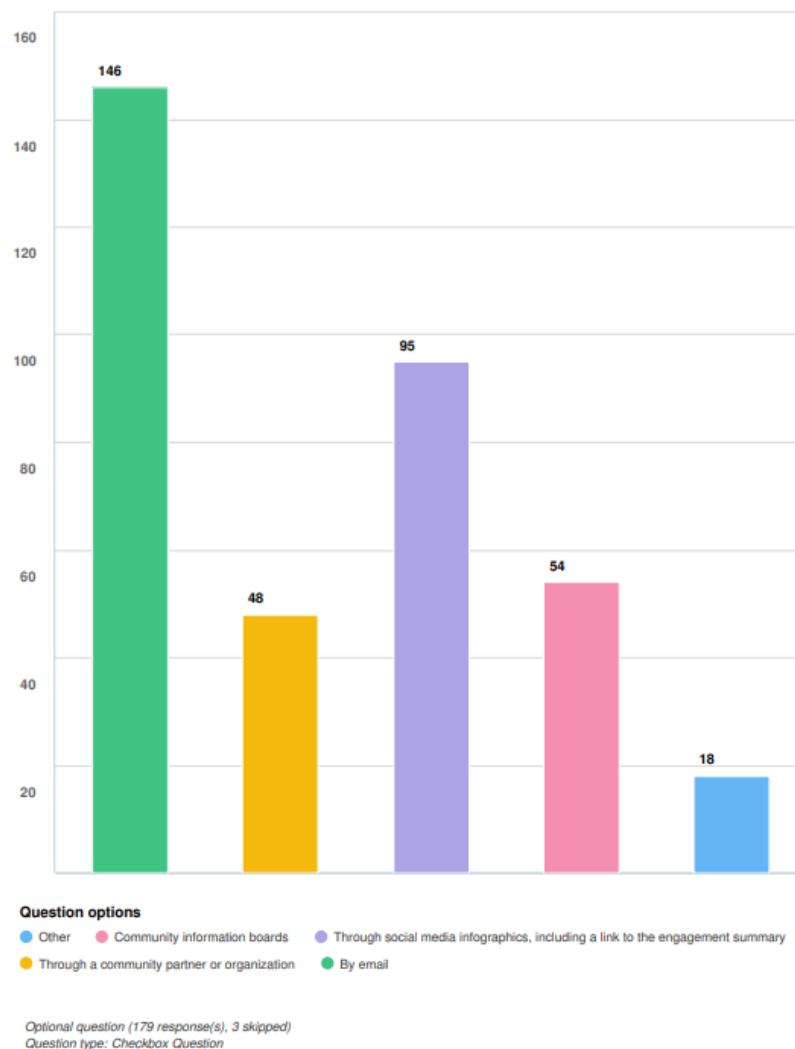
- *Regarding Engagement Planning:*
  - An engagement process for a specific topic must start weeks, months or years before the specific topic arises - meaning that if you want an engagement process to be successful, you first have to have a relationship with the people you seek to engage and build that relationship takes times, more time than is typically allotted for the engagement process
  - Always provide online and virtual meeting options
  - Online surveys are less confrontational and non-intrusive and comfortable
  - Consult and partner with community groups and organizations to ensure participation is inclusive and accessible to all, for example providing space for meetings to occur in community facilities that can help reduce barriers for different groups
  - City of Victoria staff need to get to know us- actual staff building relationships with community
  - Choose accessible venues
  - Plan for an event that will be inclusive to all cultures and marginalized groups
  - Open communication and transparency from the City. Explain how different forms of input (email, Council meetings, survey, etc) are weighted. Community members will then know how to best spend their energy sharing feedback
  - Provide clear information about how to present to Council- can I present orally (will this be recorded or do I also need to submit a written comment), how long do I have, who will be listening, will my identity be shared publicly
  - Host less-formal gatherings, use Open Space format to allow participants to help set the agenda for the event and be more meaningfully involved
  - Offer honorariums or other supports to reduce barriers
  - Host roundtables, group collaborations, use consensus decision making
- *Regarding Promotion of Engagement Opportunities:*
  - Provide early notice for engagement opportunities through advertising and social media to reach people whose voices are often not heard
  - Social media and advertising is vital
  - Work with community partners to get the word out
- *Regarding Engagement Events/Opportunities*
  - Well trained facilitators who will:
    - ensure all participants feel comfortable and valued
    - create a space for all ideas to be shared
    - understand how to support marginalized communities

- understand non-biased, gender neutral, inclusivity and disability sensitivity communication/ language and apply consequences to others if behaving inappropriately
- ask community members to support each other and be neighbourly
- ask people to leave if they are dominating, selfish or abusive
- treat everyone with dignity and respect
- show appreciation for the ideas shared
- Hire a diverse team of facilitators with lived experience
- Have diverse representation in City staff
- Have leaders present who are part of traditionally marginalized groups. This will help create a safe space
- *Regarding Closing the Loop and Follow Through in Engagement*
  - Report back and provide the rationale for the decisions made
  - Communicate the actions- what has changed because of this engagement

**Additional things noted to consider to help make it safe and welcoming for the public to share ideas and input:**

- Apply an intersectional approach that includes social class
- Don't overemphasize one culture. All cultures are important and all are needed for inclusion vs separation
- Food and music can be exclusionary for neurodiverse people and those with allergies.
- Explicitly acknowledge the communities participating. Provide continuing support and consistent messaging on activities affecting said communities
- Some engagement events such as Indigenous engagement will need some approaches like storytelling, other events may not; need to tailor to each context
- Some indicated they would feel more comfortable if I could contribute anonymously
- Some respondents questioned the need to put an emphasis on hearing from all voices- they felt that our current process is fine and that everyone can currently participate safely

At the end of an engagement process, how would you like the City to share what was heard and the next steps? Please select all that apply:



**More than 8-in-10 participants would like to receive information through email (82%), followed by **social media infographics**, including a link to the engagement summary (53%).**

- 82% By email
- 53% Social media (infographics and a link to the engagement summary)
- 30% Community information boards
- 27% Through a community partner or organization
- 10% Other

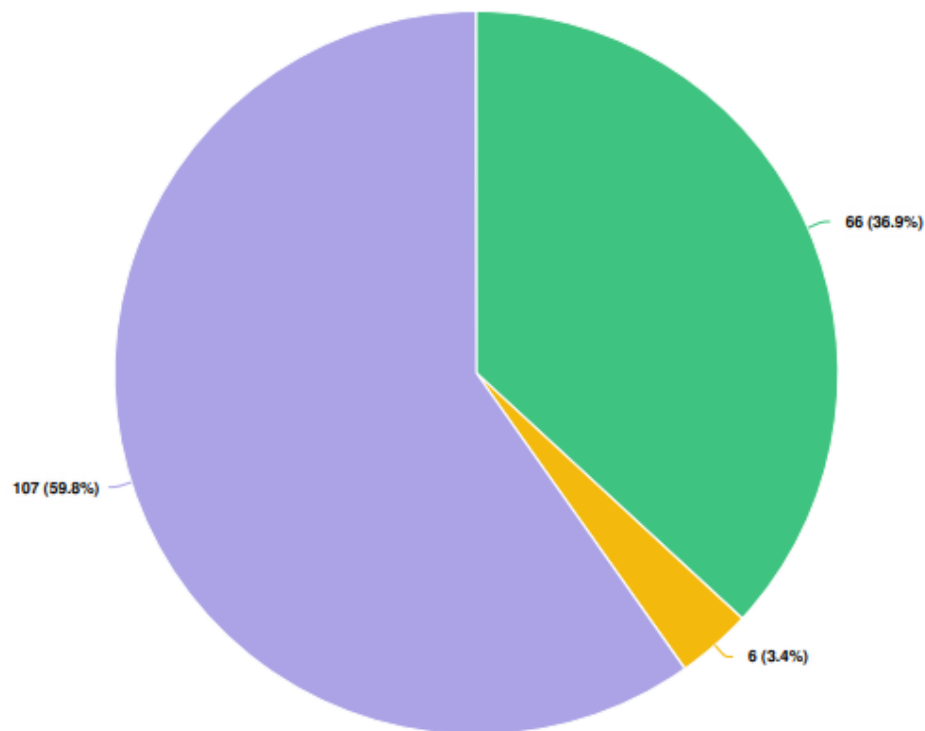
*Note: Participants were given the option to select as many answers as needed. Percentages were calculated as a comparison of the number of responses for each option versus the number of participants and will, therefore, not add up to 100.*

**Is there anything else that would make the public feel like the City of Victoria had heard their ideas and input?**

Considerations raised in responses to this open-ended question were to:

- Institute changes that are supported and wanted by the public
- Have engagement results published in media outlets
- Publish accessible and transparent results report outlining decision reasoning and response to public comments
- Provide a personal reply to correspondence, not a standard email response
- Find a way to truly include all voices- not just groups you want to hear from
- Make seniors feel like they matter

During the pandemic we have shifted many of our engagement opportunities online. Please tell us if you would prefer to engage online, in-person, or a combination of both?



**Question options**

- ☐ I like having an option for both in-person or online.
- ☐ I prefer to share feedback at in-person events.
- ☐ I prefer to share feedback online, through online events or surveys.

Optional question (179 response(s), 3 skipped)  
Question type: Radio Button Question

**Most survey respondents (60%)** said that they **would like to have an option for both in-person or online engagement**. A little over one-third said they prefer to only share feedback online and only three percent said they prefer to only share feedback at in-person events.

If you are interested in in-person engagement events, please rank the kinds of places that you would feel comfortable (very uncomfortable to comfortable).

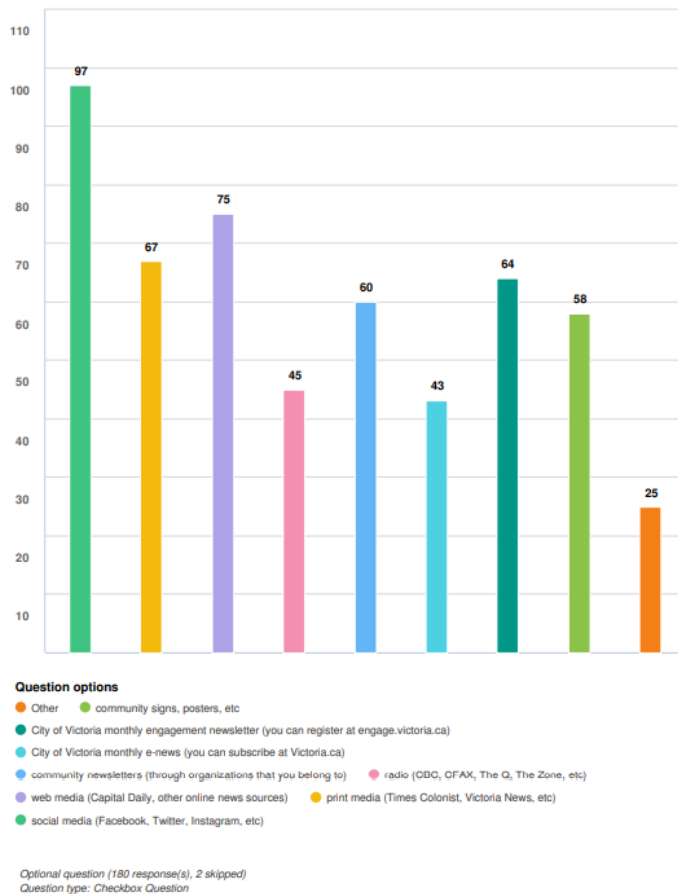
	Very uncomfortable	Somewhat uncomfortable	Neutral	Somewhat comfortable	Very comfortable
<b>City Hall</b>	8%	15%	22%	23%	32%
<b>Victoria Convention Centre</b>	3%	14%	25%	27%	30%
<b>Recreation, Community or Seniors Centres</b>	4%	9%	14%	30%	43%
<b>Public Library</b>	2%	6%	18%	28%	46%
<b>Restaurant or Hotel Meeting Space</b>	8%	21%	34%	17%	20%
<b>Arts Spaces (such as galleries or theatres)</b>	5%	11%	26%	31%	27%
<b>Faith-based or Cultural Centres</b>	26%	21%	25%	15%	15%
<b>Outdoor Venues</b>	5%	10%	20%	17%	49%

When we asked respondents if they had other ideas for places where they would feel comfortable, suggestions and considerations included:

- **Theme:**
  - Cultural centres are great, but I am not comfortable with faith-based locations
  - Virtual meetings (including ways to share visual input or audio input), online engagement is still safer- the pandemic is still going on
  - To reach marginalized community members, go to where they are comfortable
  - Partner organizations may also be safe(r) places for engagement, ie Victoria Native Friendship Centre
  - Libraries are great – many community members use them already
- **Other responses:**
  - Site visits are important- related to projects- walking tours etc.
  - Use City-owned facilities
  - Malls, at community events and markets
  - Many seniors still aren't online- recreation centres and libraries are good
  - Local parks and gardens
  - The city needs cultural ambassadors who can take part in cultural community events
  - Community associations should not be used to host engagement events. While good for community events, they should not serve as a means for community engagement in planning and development. This is uncomfortable
  - In-person engagement can amplify the voices of the wealthy and retired who have time to attend and reduce those of the young and working
  - Locations with secure bicycle parking
  - Locations that have parking
  - Co-working spaces
  - Larger local stores- grocery stores etc.



## Where do you currently get information about community events or engagement opportunities? (Select all that apply)



Social media was noted the most by survey respondents as how they currently receive information about community events or engagement opportunities. Other means include:

- 54% Social media
- 42% web media (online news sources)
- 37% print media (Times Colonist, Victoria News)
- 36% City of Victoria monthly Have Your Say engagement newsletter
- 33% Other community newsletters
- 32% Community signs, posters
- 25% Radio
- 24% City of Victoria monthly e-news CONNECT
- 14% Other

*Note: Participants were given the option to select as many answers as needed. Percentages were calculated as a comparison of the number of responses for each option versus the number of participants and will, therefore, not add to 100.*

**When we asked respondents if there were other places where the public would like to get information about City of Victoria engagement opportunities, common ways were:**

- Local media outlets: Times Colonist, Capital Daily, CBC CT, CityTV etc
- Ads in the free version of the Times Colonist to reach more people
- Community associations and organizations including:
  - Victoria Disability Resource Centre and organizations serving blind and deaf residents
  - Send information to faith-based organizations
  - Libraries
  - Community associations
- City Email newsletters- Have You Heard, Enews- these both need to be broadly promoted
- Make it easier to find the monthly enews- maybe post to Latest News, should find a way to send this to all City residents, expand distribution
- Text messages would be helpful
- Use poster poles
- Community signs for place-related consultations
- Bulletin boards or news boards
- Pop up community engagement stations
- Web postings
- Written notice or mailed leaflets, especially to neighbourhoods which will be affected.

When we asked what is important for the City to know about people's experiences, or the experiences of different communities, when sharing ideas and feedback with the City, common themes were:

**Most common themes:**

- Perception that public input isn't heard, acknowledged, appreciated, or implemented in decision making. This lack of trust contributes to people not wanting to share ideas
- Perception that City Staff and Council members make up their minds prior to engagement
- A lot of consultation happens after important decisions about a project have been made
- The platform for engagement doesn't allow two- way dialogue
- To move to inclusive engagement- need to stop checking boxes and instead co-create engagement opportunities
- City should do a better job at closing the loop after an engagement or after a letter is submitted- there is no engagement with the content
- Staff may say the appropriate words but follow through rarely occurs. It's easy to tell someone they've been heard. It's harder to take action
- It takes a great amount of courage to share one's ideas in public, especially in a political context

**Other themes:**

- Too much emphasis is put on input heard from neighbourhood associations- they aren't necessarily representative of neighbourhoods
- Lack of disability and accessibility inclusion for engagement participation- it's not just a wheelchair ramp- it's accessible documents for people who are blind, accessible facilities including transportation and washrooms, staff who are open to learning and doing things differently
- Individuals don't feel comfortable sharing personal details in order to participate
- The City has a culture that is classist
- The City needs to level the playing field for everyone to participate in a fair way. People with wealth and housing stability have more time to engage. Others who work just as hard but experience structural disadvantages (due to racism, sexism or colonialism) have less time. Organizations have paid staff to engage with the City, as do landlords. Renters don't have as many resources to engage with the City. It isn't fair to have one renter and one developer (with the time to research policy approaches etc) at the table- please level the playing field. Understand how positions of power and privilege influence City decision making

- We are new immigrants and renters, which is why we often feel left out- our opinion does not seem to count as much
- Engagement is for those with the luxury of wealth and time. I wonder how many Indigenous people will take this survey. Where engagement is high impact (land use etc) we need to find different ways to engage.
- The voices of renters often aren't heard-they are typically lower income and more minority populations are renters

**Additional things to consider include:**

- When you are a minority and have a different view than mainstream, it is difficult to raise concerns in a public forum. Explaining barriers can mean revealing personal information (including sensitive personal information). This discourages sharing personal experience. It can be socially risky. Specialized, segmented forums would be more welcoming and could increase participation. That way, the venue and method can be tailored. One size does not fit all. If you are a minority and you raise something in a general forum, no one picks up on it and it does not generate discussion or problem solving
- 2SLGBTQIA+ communities are not homogenous and each have their own separate cultures, histories and perspectives. Likewise, our communities are not homogenous in their views on solving important issues
- There is diversity within different communities as well. If you were born here, immigrated here or if you moved from other parts of Canada- we all are different in our experiences.
- I am more interested in making it accessible to hear from other voices than myself- I can share and feel comfortable in most situations but I would rather the pieces be in place to hear from those who are in poverty, dealing with addiction, experiencing systemic racism- etc. Their voices need to be the most influential for decisions that will impact them the greatest.
- The City of Victoria needs to be less performative when engaging with marginalized groups, listening without actions means nothing. Putting all the emotional labour on marginalized groups then failing to do anything with the feedback is extremely disenfranchising
- Have members of marginalized groups on your communications and engagement teams (all team for that matter) to have invaluable information and guidance from folks instead of just guessing. Nothing about us, without us.
- Not to underestimate the multiple layers of barriers that come from invisible minorities (socioeconomics, language, gender diversity and sexual orientation). Actually engaging with members of those various under-represented groups will help
- Developments always seem to move forward regardless of community input

- It would be great to have a civic orientation for newcomers to help them understand the community, City services and opportunities to participate in City decision making
- Clear infographics and clear information is important- then we can share with others
- I appreciate online surveys as I can complete them at any time during my day.
- I am disabled and many of my friends are disabled. We were finally given opportunities to engage when COVID came along and engagement went online. We need to always have options to engage online so we don't lose this right again.
- There is a generational divide in how people consume media/ information and economic inequality is also preventing participation- access to technology, time to participate etc.
- While I invest in engaging on civic issues, there are many people in my community who do not have the luxury of providing feedback- as a result their views are likely underrepresented
- When I shared feedback I'm often thinking about the next 5-15 years (how it will affect me), but also how it will affect future generations- the City should focus on the long term as well- surveys should ask about short and long term impacts that would make people think about their choices differently
- It would be interesting to report out on engagement results by age, time in Victoria etc
- Many people are experiencing consultation fatigue- the City needs to just try out some implementation. It won't be perfect, but at this point, rubber has to meet the road
- All voices need to be heard- long- term residents, new Canadians, those who work and raise families, unemployed, unhoused, etc- you need to listen to everyone
- I admit I am upper middle class, housed, educated, white etc. I assume that my thoughts and opinions are totally ignored by the current City government
- We are a caring and inclusive community
- Ensure engagements use proper methodology that have statistical relevance- ie random sampling could be applied to specific topics when doing surveys
- The way community engagement is performed by all levels of government models the standards for residents who then learn and share how it's done at their organization
- The mannerisms and tone of the facilitators need to be welcoming and professional- this hasn't always been the case
- Focus more on people who live in Victoria and tax payers than people who just shop here
- I think you've got it all covered: age, gender, race and cultural preferences (could be different), income level, housing situation, relationship status, comfort around other people or anxiety.

**When we asked what is the most important local topic you would like to be engaging on with the City, the common topics were:**

- Housing
- Development, densification and community planning
- Homelessness
- Active transportation and bike lane development
- Environment and climate change
- Parking
- Crime Prevention
- Parks and Facilities
- Diversity inclusion
- Mental health services
- Drug-related issues
- Inclusion opportunities
- Community Safety
- Quality of life
- Accessibility
- Transportation and road systems
- Living wages
- Taxes and City spending
- Urban gardens

**Is there anything the City of Victoria could do to make it easier for the public to share feedback and ideas?**

**Respondents provided the following considerations and suggestions:**

- More frequent email updates on proposed plans, engagement opportunities and decisions within the City
- Advertise engagement opportunities to reach a broader audience and eliminate exclusivity
- Wanting to be heard from by the City and ideas and concerns considered in decision making
- Some engagement surveys are too long

**Additional things to consider include:**

- I'm glad you've asked about gender identity and ethnicity, but I think that you should also ask about sexual orientation for more complete demographic information
- Have the survey's available in other languages to ensure more feedback is captured by minority groups
- Ask what ideas we have. Then really think about them. If you can't figure out how to implement them, then ask again. Truly listen to "all voices"
- Have alternative ways to share feedback that don't involve signing in
- A regular e-news to all taxpayers and a print version quarterly
- Have a phone number to call to have someone help fill out surveys such as these, or schedule a call back for someone to take this survey over the phone
- Online surveys are accessible and easy to do, but need to find a way to provide feedback to individual concerns
- Have fewer opportunities to share feedback and ideas