

## **REPORT**

### ***Climate Action, Planning and Development***

**To:** Mayor Cote and Members of Council      **Date:** September 26, 2022

**From:** Emilie K. Adin, Director,  
Climate Action, Planning and  
Development      **File:** 13.2630.01

**Item #:** 2022-626

**Subject:** **Update on the Community Action Network Leadership Training  
Program and the Ethics of Engagement Project**

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#### **RECOMMENDATION**

**THAT** Council receive this report for information.

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#### **PURPOSE**

This report provides an update on the City of New Westminster's partnership in the Community Action Network Leadership Training Program (CAN New West) and results of the Ethics of Engagement Project.

#### **EXECUTIVE SUMMARY**

People with lived and living experience are increasingly acknowledged as context or subject matter experts with valuable first-hand knowledge. It is progressively recognized that they should be involved in the development, implementation and evaluation of initiatives that affect their lives.

The BC Poverty Reduction Coalition's Community Action Network (CAN) aims to increase the involvement of people with lived and living experience of poverty and homelessness in planning, policy development and advocacy efforts at both the provincial and civic levels. One of CAN's flagship initiatives is its Leadership Training Program, which includes learning about the systemic causes of poverty, the role of government in addressing poverty, and the importance of community-organizing training. In addition, this program is intended to increase the involvement of people with

lived and living experience in civic engagement, planning, policy development and decision-making, thus making these processes more representative and responsive. Council, at its Regular Meeting on September 9, 2019, directed staff to enter into a partnership with the BC Poverty Reduction Coalition and to engage New Westminster residents with lived and living experience of poverty and homelessness in the CAN New Westminster (CAN New West) Leadership Training Program.

In fall of 2020, BC Poverty Reduction Coalition facilitators and City staff concluded the inaugural CAN New West Leadership Training Program, which involved eight people with lived and living experience (CAN leaders), and was considered to be a resounding success.

Staff reported back to Council at a Regular Meeting on March 29, 2021, following completion of the inaugural Leadership Training Program. Council endorsed continued partnership with the BC Poverty Reduction Coalition and several next steps, which build on the success of the inaugural program. This report provides an update on each of the endorsed next steps, including sharing the results of the completed Ethics of Engagement Project.

The City has made significant progress through its ongoing partnership with the BC Poverty Reduction Coalition and its participation in the CAN New West Leadership Training Program. Over the past two years more community residents with lived and living experience of poverty and homelessness are valued, respected and supported in the City's engagement processes. Their contributions are being reflected in local decision-making.

## **OPTIONS**

The following options are presented for Council's consideration:

1. That Council receive this report for information.
2. That Council provide staff with other direction.

Staff recommends Option 1.

## **ATTACHMENTS**

Attachment 1: Staff Memo

Attachment 2: Background

Attachment 3: Experiences and Impacts of the Ethics of Engagement Project Report

## **APPROVALS**

This report was prepared by:  
Anur Mehdic, Social Planner

This report was reviewed by:  
John Stark, Supervisor of Community Planning  
Jennifer Miller, Manager of Public Engagement

This report was approved by:  
Emilie Adin, Director of Climate Action, Planning and Development  
Lisa Spitale, Chief Administrative Officer

# Attachment 1

## *Staff Memo*

## **MEMO**

### ***Climate Action, Planning and Development***

**To:** Emilie K. Adin, MCIP  
Director, Climate Action, Planning and Development      **Date:** September 26, 2022

**From:** Jackie Teed,  
Senior Manager, Climate Action  
Planning and Development      **File:** 13.2630.01

**Item #:** [Report Number]

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Program, which includes learning about the systemic causes of poverty, the role of government in addressing poverty, and the importance of community-organizing training. In addition, this program is intended to increase the involvement of people with lived and living experience in civic engagement, planning, policy development and decision-making, thus making these processes more representative and responsive.

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In fall of 2020, BC Poverty Reduction Coalition facilitators and City staff concluded the inaugural CAN New West Leadership Training Program, which involved eight people with lived and living experience (CAN leaders), and was considered to be a resounding success.

Staff reported back to Council at a Regular Meeting on March 29, 2021, following completion of the inaugural Leadership Training Program. Council endorsed continued partnership with the BC Poverty Reduction Coalition and several next steps, which build on the success of the inaugural program. This report provides an update on each of the endorsed next steps, including sharing the results of the completed Ethics of Engagement Project.

The City has made significant progress through its ongoing partnership with the BC Poverty Reduction Coalition and its participation in the CAN New West Leadership Training Program. Over the past two years more community residents with lived and living experience of poverty and homelessness are valued, respected and supported in the City's engagement processes. Their contributions are being reflected in local decision-making.

## **BACKGROUND**

For information on the policy context and all previous Council direction related to this partnership, please refer to Attachment 2.

### **Previously Endorsed Next Steps**

At the Regular Meeting on March 29, 2021, Council adopted the following motion:

***THAT Council direct staff to proceed with the recommended actions related to the Community Action Network and the Ethics in Engagement Project, as contained in the 'Next Steps' section in this report.***

Next steps outlined in the report included the following:

- That the City Clerk and the Manager of Public Engagement oversee a process to create opportunities for CAN graduates to be part of City advisory committees, task forces and working groups.
- That the BC Poverty Reduction Coalition and the City create a CAN Learning Network, in which CAN graduates would be available to inform City resources; train and mentor key City staff; and assist with and/or coordinate civic engagement with under-represented groups.
- That the BC Poverty Reduction Coalition offer a CAN Leadership Training Program in 2022 to empower more people with lived and living experience and to replenish the membership of the CAN Learning Network.
- That the City compensate CAN graduates (leaders) for their time as context or subject matter experts when involved in and/or assisting with City engagement and decision-making processes, and that this work be coordinated by the Manager of Public Engagement.
- That the City participate in the Ethics in Engagement Project, which would develop a framework to inform and evaluate City engagement resources, strategies and training methods, with the objective of facilitating greater engagement by people with lived and living experience.

## **DISCUSSION**

Through its ongoing partnership with BC Poverty Reduction Coalition, and its participation in the CAN New West Leadership Training Program, in the past two years the City has made significant progress to ensure that more community residents with lived and living experience of poverty and homelessness are valued, respected and supported in the engagement process, and that their contributions are reflected in decision-making. This is a result of the progress made on each of the above-mentioned Council endorsed next steps.

Updates on each of the steps are provided below.

### **CAN Leader Involvement in City Committees, Task Forces and Working Groups**

CAN leaders are regularly informed of opportunities to be part of City advisory committees, task forces and working groups, and the majority are excited to participate in as many activities as possible. Several CAN leaders are currently appointed to one of the three Grant Committee portfolios.

While CAN leaders are interested in applying to be on other advisory committees to share their expertise and passion in areas that are important to them, the previous timing of CAN graduation has been out of alignment with established committee

recruitment and appointments. A majority of CAN leaders have indicated that they are looking forward to the upcoming advisory committee intake starting in September 2022.

### **Creating the CAN Learning Network**

BC Poverty Reduction Coalition facilitators and City staff are currently formalizing the New Westminster CAN Learning Network, where CAN leaders would be able to inform City resources; train and mentor key City staff; and assist with and/or coordinate civic engagement with under-represented groups.

CAN leaders from the 2020 cohort participated in the development of several plans policies and strategies, most notably: partnering on the development of the Homelessness Action Strategy (2022); partnering on the preparation and delivery of the Sanctuary City Policy Implementation Plan; leading segments of the Digital Inclusion Initiative; informing the draft Community Energy and Emissions Plan 2050; and participating in the Ethics of Engagement Project.

With respect to the latter, on February 10 and 12, 2022, CAN leaders and the City's Public Engagement staff hosted a booth at Royal City Centre Mall to introduce the work of CAN and its partnership role with the City; to share community resources and information with the public; and to open up space for informal conversations and relationship building. Over the two events, the leaders connected with about 50 community residents and established some ongoing connections.

With the additional eight graduates from the 2022 cohort (described below), the City's CAN Learning Network now consists of 16 CAN leaders.

Presently, the CAN Learning Network is engaged in supporting several timely projects, plans and strategies, including: participating on the Homelessness Action Strategy Implementation Working Group; engaging on the Downtown 24/7 Public Toilet Pilot Project; partnering with the New Westminster Homelessness Coalition on the 2023 Homelessness Action Week; and developing a CAN New West Community Resource Hub alongside the BC Poverty Reduction Coalition and New Westminster Public Library, with support from the Community Planning and Public Engagement divisions.

### **Facilitating a Second CAN Leadership Training Program in 2022**

A second CAN New West Leadership Training Program was successfully delivered in the spring of 2022. Eight participants completed the program, all stating their desire to continue learning after program completion; to apply what they had learned to enhance policy development and program delivery; and to become active members in the City's CAN Learning Network.

Highlights related to the 2022 CAN Leadership Training Program include:

- Recruitment, intake and program delivery was modeled after the first iteration of the Leadership Training Program, which was considered a success.
- All eight training sessions were held in the Council Chambers at City Hall between April 8 and May 27, 2022.
- All eight participants that attended the opening session successfully completed the program. Participants maintained regular attendance and were engaged throughout the program.
- Participants received breakfast and lunch, and were provided with transit tickets, as well as being compensated for any off-site child care costs.
- Training sessions focused on the key foundational themes of poverty reduction initiatives; public speaking, including related to storytelling to build solidarity; and, community organizing.
- Participants included Black and Indigenous residents, precariously housed individuals, single mothers, and those living with disabilities.
- Graduates received official certificates of participation, which were signed by the BC Poverty Reduction Coalition and the Mayor of New Westminster.
- CAN leaders from the inaugural 2020 cohort participated as guest facilitators, and shared their experience and lessons learned following their graduation.
- All graduates stated their desire to continue learning after program completion and to apply what they had learned to enhance policy development and program delivery.

### **Compensating CAN Leaders**

City staff have been working to develop several compensation policies and procedures to support engagement by community residents with lived and living experience. Staff is currently working on two related policies: one to establish compensation for advisory committee members from low-income households, and another to establish criteria for providing compensation for participants from equity-denied groups in one-time engagement sessions such as interviews, workshops, etc. This policy work aims to address systemic inequities that restrict participation by specific demographic groups, and recognize the emotional labour and financial demands placed on these groups in order to participate. This work is being coordinated by the Manager of Public Engagement and the City Clerk.

In the interim, and primarily through grants such as those under the Strengthening Communities Services Program, CAN leaders have been regularly compensated at a living wage rate for their time as context or subject matter experts when involved in and/or assisting with City engagement and decision-making processes. In addition, any

child care and transportation costs that are incurred as a result of participation are also covered. To date, compensation for CAN leaders has been administered through the BC Poverty Reduction Coalition.

Staff have been advocating for similar compensation and cost coverage to occur with external organizations who have reached out to engage CAN leaders.

### **Participating in the Ethics in Engagement Project**

In June of 2022, the City completed its involvement in the Ethics of Engagement Project, which was a systems change initiative led by the Single Mothers Alliance for Gender and Economic Justice (SMA) and funded by the Vancouver Foundation.

This project aimed to experiment with, and document, an engagement approach that focused on relationship building and power sharing between the City and CAN leaders with lived and living experiences of poverty and homelessness. CAN leaders from the inaugural 2020 cohort were central to the project, as they shared their stories and insights with City staff, partnered on several projects, sat on advisory committees and working groups, gave feedback on City initiatives, collected input from community members, and designed a multi-day pop-up engagement event.

Following these activities, an *Experiences and Impacts of the Ethics of Engagement Project* report (Project report) was completed by Dr. Tania Kajner at the request of the SMA. The evaluation research captures the experiences and impacts of the Ethics of Engagement Project from January 2020 to late-June 2022. The complete Project report is included as Attachment 3.

Key findings of the Project report include:

- CAN leaders felt welcomed and included, valued, heard, encouraged and supported by City staff, and by one another.
- Participating in the project helped CAN leaders develop a sense of purpose, showed them that they are not alone in their experiences, and helped them overcome barriers to accessing City space.
- Interacting with CAN leaders increased staff's understanding of the lived realities of poverty and homelessness, and impacted their approach to engaging people with lived and living experience. Engaging CAN leaders motivated staff to advocate more for people with lived and living experience of poverty and homelessness.
- As a result of the project, CAN leaders had an impact on existing City policies and frameworks and on the creation of new ones.
- Staff noted a more nuanced understanding of engagement practices and a motivation to engage people with lived and living experience in the future.

- A number of project strengths were identified as contributing to the project success, including: CAN leaders' commitment and passion, along with the solid preparation they received in the training program; the City's commitment to the project, the particular people involved and their dedication to building relationships; CAN leaders' relationships with one another; and, honorariums, which provided pragmatic support for CAN leaders.
- Project challenges included: the COVID-19 pandemic, which had a significant impact on the project activities, as well as the tension between working on concrete results and longer-term impacts.
- City staff and CAN leaders expressed hopes for the future of engagement between the City and people with lived and living experiences of poverty and homelessness.

### **FINANCIAL IMPLICATIONS**

The City contributed \$10,000 to implement the inaugural CAN Leadership Training Program. City staff accessed senior government grants to implement the second CAN Leadership Training Program, and to cover compensation for CAN leaders to facilitate their involvement in a range of City initiatives, including the Homelessness Action Strategy.

City staff will continue to explore senior government funding opportunities to host future training opportunities and to further facilitate the involvement of individuals with lived and living experience. The City is also working on a compensation policy with regard to membership on advisory committees for low-income individuals and participation in one-time engagement sessions for equity-denied groups. The latter work is being coordinated by the Manager of Public Engagement and the City Clerk.

### **INTERDEPARTMENTAL LIAISON**

This report was circulated to the Public Engagement Division for review and comment. Multiple departments have engaged with and are continuing to request engagement with CAN Leaders. City staff is working to develop a process for CAN leader inclusion to become seamless so that all departments can benefit from their knowledge.

### **OPTIONS**

The following options are presented for Council's consideration:

1. That Council receive this report for information.
2. That Council provide staff with other direction.

Staff recommends Option 1.

## **ATTACHMENTS**

Attachment 1: Staff Memo

Attachment 2: Background

Attachment 3: Experiences and Impacts of the Ethics of Engagement Project Report

## **APPROVALS**

This report was prepared by:

Anur Mehdic, Social Planner

This report was reviewed by:

John Stark, Supervisor of Community Planning

Jennifer Miller, Manager of Public Engagement

This report was approved by:

Emilie Adin, Director of Climate Action, Planning and Development

Lisa Spitale, Chief Administrative Officer

## Attachment 2

### *Background*

## **BACKGROUND**

### **Policy Context**

#### ***Council Strategic Plan: 2019-2022***

The *Council Strategic Plan: 2019-2022* (July 8, 2019) includes the following key direction:

- *Ensure that the organization's engagement practices and processes are representative of the entire community.*

#### ***Official Community Plan***

The *Our City Official Community Plan* (2017) includes the following policy under 'Community and Individual Wellbeing:'

*Policy 1.5: Facilitate and support civic engagement, including with at-risk, marginalized and vulnerable populations.*

#### ***Public Engagement Strategy***

The Mayor's Task Force on Public Engagement (2015/16) was established to review the City's engagement practices; gather input from community members; and create a vision for the future of public engagement in New Westminster.

On December 5, 2016, Council endorsed a *Public Engagement Strategy*, which included the following principles:

- *Involves community members who reflect the diversity of interests and opinions in the community.*
- *Achieves accessibility for all community members, recognizes their right to participate and values the knowledge and experience they contribute.*

The *Public Engagement Strategy* also includes the following actions:

- *Identify constituents that are most under-represented in public engagement and create a centralized list of known relationships, communications vehicles and methods to better reach these constituents.*
- *Identify or develop community engagement champions who can encourage and/or facilitate participation within under represented communities.*

### ***Community Poverty Reduction Strategy***

The *Community Poverty Reduction Strategy* (2016) identifies the following actions related to people with lived and living experience under the pillar of ‘Public Awareness, Empowerment and Mobilization:’

- *That the Community Poverty Reduction Committee continue to involve people living in poverty and with low incomes in the development and implementation of poverty reduction actions. Additionally, that those sharing their lived experiences be recognized for their contributions and, where possible, compensated for their time.*
- *That the Community Poverty Reduction Committee, in conjunction with the Arts Council of New Westminster and the New Westminster Museum and Archives, hold an arts or media exhibit related to the lived experiences of people living in poverty and with low incomes.*

### **Previous Council Direction**

At the Regular Meeting on September 9, 2019, Council adopted the following motion:

***THAT*** Council direct staff to enter into a partnership with the BC Poverty Reduction Coalition to engage up to 15 residents with lived and living experience of poverty in the Community Action Network Leadership Training Program; to develop principles and resources to more effectively involve people with lived and living experience in City engagement and decision-making processes; and to train key City staff in their use and implementation.

***THAT*** Council endorse an amount of \$10,000 in support of this partnership and that it provide in-kind and staffing support, including covering costs associated with City catering services and venue rental.

***THAT*** Council direct staff to explore the City’s participation in the ‘Ethics in Engagement’ Project, which could inform and evaluate City engagement resources, strategies and training materials related to involving people with lived and living experience, and report back on the potential benefits and any related cost and staffing implications.

At the Regular Meeting on March 29, 2021, Council adopted the following motion:

***THAT*** Council direct staff to proceed with the recommended actions related to the Community Action Network and the Ethics in Engagement Project, as contained in the ‘Next Steps’ section in this report.

Next steps outlined in the report included the following:

- That the City Clerk and the Manager of Public Engagement oversee a process to create opportunities for CAN graduates to be part of City advisory committees, task forces and working groups.
- That the BC Poverty Reduction Coalition and the City create a CAN Learning Network, in which CAN graduates would be available to inform City resources; train and mentor key City staff; and assist with and/or coordinate civic engagement with underrepresented groups.
- That the BC Poverty Reduction Coalition offer a CAN Leadership Training Program in 2022 to empower more people with lived and living experience and to replenish the membership of the CAN Learning Network.
- That the City compensate CAN graduates for their time as context or subject matter experts when involved in and/or assisting with City engagement and decision-making processes, and that this work be coordinated by the Manager of Public Engagement.
- That the City participate in the Ethics in Engagement Project, which would develop a framework to inform and evaluate City engagement resources, strategies and training methods, with the objective of facilitating greater engagement by people with lived and living experience.

## Attachment 3

### *Experiences and Impacts of the Ethics of Engagement Project Report*

## ***Final Report***

# **Experiences and Impacts of the Ethics of Engagement Project**

**August 30, 2022**

### **PREPARED BY**

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# 1. Executive Summary

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## Overview of the Project

The *Ethics of Engagement* project aimed to experiment with an engagement approach that focussed on relationship building and power sharing between City of New Westminster staff (City staff) and Community Action Network (CAN) leaders with lived and living experiences of poverty and homelessness. The BC Poverty Reduction Coalition ran its Community Action Network leadership training program for those with lived/living experience of poverty to learn advocacy and organizing skills to impact public policy development to end poverty. After the program finished, the graduates (CAN leaders) were invited to participate in the Vancouver Foundation funded Ethics of Engagement systems change project partnered with the City of New Westminster, and co-led by a community partner, the Single Mothers' Alliance (SMA) within the Giving Change Group. From fall 2020 to June 2022, trained CAN leaders experimented with a variety of engagement methods, shared their stories and insights with City actors and dignitaries, sat on committees, gave feedback on City initiatives, collected input from community members and designed two pop-up engagement events.

The following report documents research into the experiences and impacts of the *Ethics of Engagement* project from fall 2020 to June 2022.

## Research Methods

The research included a short survey distributed to City staff and community members who interacted with CAN leaders; interviews with CAN leaders, City staff and SMA contacts; and a focus group with the project team.

Quantitative data was analyzed using Survey Monkey's statistical analysis tool at the level of descriptive statistics. Qualitative data was thematically analyzed using a recursive process of data review whereby all data was organized into broad themes. These themes were then coded and analyzed for sub-themes through a line-by-line review of the data. Sub-themes were confirmed with reference to the original unsorted data set and summarized.

## Key Findings

**CAN leaders' experience of the project was very positive.** CAN leaders came to the project with commitment and passion. They felt welcomed and included, valued, heard, encouraged and supported by City staff. CAN leaders also felt supported by one another. Leaders experienced some frustration at the lack of direct and concrete action in response to community needs during the project.

**CAN leaders noted that participating in the project impacted them in positive ways.**

Participating in the project helped leaders develop a sense of purpose, showed them that they are not alone in their experiences, and helped them overcome barriers to accessing City space. The project resulted in new knowledge of systems and social issues.

**City staff and members of the public who interacted with leaders experienced the project in positive ways.** Interacting with CAN leaders increased understanding of the lived realities of poverty and homelessness, and impacted this group's approach to engaging people with lived and living experience. Engaging CAN leaders motivated them to advocate more for people with lived and living experience of poverty and homelessness. City staff noted that they were grateful to have learned about lived and living experiences, and that they appreciated CAN leaders' passion, community connections and leadership skills.

**City staff and City work were influenced by interactions with CAN leaders.** The leaders' contributions were valuable and helped increase City staffs' understanding of the everyday realities facing people living with poverty and homelessness. Many City staff developed stronger skills for inclusion. They also formed meaningful relationships that impacted their understanding of their work.

**The project led to new ideas about effective policy making and a deeper understanding of policy impacts.** As a result of the project, CAN leaders had an impact on some existing City policies and frameworks and on the creation of new policy mechanisms.

**Some ideas about engagement were affirmed, while new insights also developed.** City staff noted a more nuanced understanding of engagement practices and a motivation to engage people with lived and living experience of poverty and homelessness in the future. The benefits of having CAN leaders engage with the public to solicit input on City initiatives was another insight gained through the project. CAN leaders were highly effective at building trust and securing participation in City consultations.

**A number of project strengths were identified as contributing to the project success.** CAN leaders' commitment and passion were key strengths, along with the solid preparation they received in the leadership training. The City's commitment to the project, the particular people involved and their dedication to building relationships through casual conversation were also noted as project strengths. CAN leaders' relationships with one another were important, as were actions taken by City actors to support reciprocity. Finally, honorariums were an important strength of the project, providing pragmatic support for CAN leaders. Some leaders noted that the honorarium was important financially, but the best recognition of their contributions came from the encouragement and personal support they received from the project team.

**Some project challenges were identified by CAN leaders and City staff and suggestions were made to address these challenges.** The COVID-19 pandemic had a big impact on the project activities, as did the tension between working on concrete results and longer-term impacts. There were some project design challenges, though with the emergent nature of the project some of these were expected. Navigating differences and structural constraints were additional challenges identified.

**City staff and CAN leaders expressed hopes for the future of engagement between the City and people with lived and living experiences of poverty and homelessness.** Many City staff and CAN leaders expressed the hope that some form of the project can continue, and some saw possibility of an expanded role for CAN leaders. CAN leaders asserted that they need to continue to speak out and hoped that future projects could provide individualized support for participation and include more learning activities and opportunities for growth.

## 2. Overview of the Project

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### Project Background

The *Ethics of Engagement* project was a systems-change initiative led by the Single Mothers Alliance (SMA) and funded by the Vancouver Foundation. Its aim was to develop strategies that would add value to the process of including those with direct lived and living experience of poverty in the development of poverty reduction policy in British Columbia.

In Sept. 2019, New Westminster City Council approved staff's recommendation to explore joining the *Ethics of Engagement*. The City also proposed a partnership with the BC Poverty Reduction Coalition's Community Action Network (CAN) to train up to 15 residents with lived and living experience of poverty and homelessness to better enable them to participate in City engagement and decision-making processes. Staff noted that joining the *Ethics of Engagement* would augment this proposed partnership by providing an opportunity for CAN leaders to apply what they learned and for City staff to evaluate City engagement resources, strategies and training materials related to involving people with lived and living experience.

With Council approval, City staff established the necessary partnerships to undertake the *Ethics of Engagement* project. CAN leaders received training in early 2020 and the *Ethics of Engagement* project began shortly thereafter. CAN leaders interacted with the City from fall 2020 to June 2022. A project team comprised of City staff and the Executive Director of the SMA provided guidance and support for the project.

### Project Goal

The goal of *Ethics of Engagement* in partnership with the City of New Westminster was to experiment with an engagement approach that focussed on relationship building and power sharing between City staff and CAN leaders. To facilitate shared decision making, CAN leaders played a role in shaping the engagement design, and interacted with City staff, initiatives and committees in a variety of ways.

### Project Activities

On completion of the CAN leadership training offered by the BC Poverty Reduction Coalition, CAN leaders began to interact with the City in a variety of ways. Leaders shared their stories and insights with dignitaries, participated as members on City committees, contributed their feedback on City initiatives, collected input from other community members on City initiatives and designed their own pop-up engagement events to share information that they believed was important to the community. City staff supported CAN leaders in specific activities, such as planning their own events, and in their participation on City committees and with City initiatives. Prior to the *Ethics of Engagement*, some City staff participated in the CAN leaders' training and thus had established relationships upon which to build.

### 3. Research Framework

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#### Purpose of the Research

The following research report was conducted by Dr. Tania Kajner at the request of the Single Mothers Alliance. The research captures the experiences and impacts of the *Ethics in Engagement* project from fall 2020 to June, 2022.

#### Research Questions

Guiding questions for the research included the following:

- How did CAN leaders and City staff experience the project?
- What impact did the project have on CAN leaders, City staff and community members who interacted with CAN leaders?
- What impact did the project have on City policies and practices, and on City engagement?
- What were the project strengths?
- What were the project challenges and how could they be addressed?
- What are the hopes for next steps in light of the project?

#### Data Collection

The research included both qualitative and quantitative data collection. Data was collected from a total of 29 data collection points.\*

**Table 1: Methods & Participants**

| Method   | # of Participants |
|--|-------------------|
| Survey of City staff and community members who interacted with CAN leaders | 9                 |
| Interviews with CAN leaders  | 6                 |
| Interviews with Project team (City staff & SMA)                            | 8                 |
| Focus group with City staff  | 6                 |

\* Note that some participants were included in multiple forms of data collection, so the total number of participants will be lower than this.

See appendix A for interview and focus group questions. See Appendix B for survey questions and results.

#### Data Analysis Methods

Quantitative data was analyzed using Survey Monkey's statistical analysis tool at the level of descriptive statistics.

Qualitative data was thematically analyzed using a recursive process of data review that included the following steps:

1. Review all data to get a general sense of the findings and tone of the findings.
2. Review data more carefully, identifying macro level themes and sorting data.
3. Do a line-by-line reading of sorted data, identifying micro level themes, sorting data and reorganizing where needed.
4. Review the initial findings again to ensure alignment with all themes.
5. Begin writing, combining, eliminating or reorganizing themes as required at this stage of analysis.

### **Limitations of the Research**

The research findings are specific to the project in question and, therefore, cannot be generalized to apply to other projects of a similar nature. The number of participants in the research was small and cannot be taken to represent the perspectives of a larger group of individuals.

## 4. Findings

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### How CAN Leaders Experienced the Project

CAN leaders' experience of the project was very positive. They came to the project with commitment and passion, felt welcomed and included, valued, heard, encouraged and supported by City staff. CAN leaders also felt supported by one another. Leaders experienced some frustration at the lack of direct and concrete response to community needs during the project.

### Were Committed and Passionate

CAN leaders came to the project with a deep sense of commitment to impact change and were excited to participate in as many activities as possible. For example, one leader explained, "I need to help. That's why I engage in anything I have a chance to ... for our community." The project provided a way to work for change and an opportunity to have an impact. Many CAN leaders experienced that opportunity as a gift and wanted to take advantage of "having a voice and being heard."

### Felt Welcomed and Included

CAN leaders were very positive about their experience with the *Ethics of Engagement* project. Without exception, leaders felt welcomed by City staff, who were described as kind, caring and gentle people with big hearts. CAN leaders noted the ways in which City staff made them feel welcomed, highlighting staff efforts to find a personal connection with leaders and to minimize power and status difference. Leaders noted that many City staff asked questions about leaders' lives that reflected genuine interest, spent casual time with

*"I felt such a refreshing difference. Nobody was any more important than anyone else."*

them, treated them as equals, and did not highlight differences in educational and professional accomplishments. Finding common ground and some shared lived experiences with some staff was an impactful experience for leaders. It challenged their assumptions that City staff were "not like us" and further strengthened their interpersonal connections.

*"This is a tremendous opportunity that they gave us. And that I'm just I'm in awe and grateful that I got to be a part of it."*

CAN leaders shared that when interacting with City staff, they felt like part of a team. Leaders described their interactions and work with City staff as "doing it together" and noted that "it's a community." Leaders describe their relationship with City staff as "strong" and "like family." Some leaders noted that the relationship with City staff was one of equal give and take, while others felt that staff gave them more than they contributed.

*"They let me find my voice again. They made me feel valid...I think they gave way more than I gave them."*

### Felt Valued

Can leaders noted that City staff appeared genuinely interested in their thoughts and ideas. For example, one leader shared, “We were made to feel like we had a very valuable contribution to make,” while another shared, “The City does want to hear from us ... they are open for suggestions.” Another leader shared their feelings of being valued when staff “expressed interest in me, asking what do you think of this or that?”

*“I felt very comfortable saying what I had to say, even if it wasn’t good.”*

Some leaders were initially worried that they would be seen as less important than City staff or treated as objects of curiosity, but these concerns disappeared after interacting with City staff. Leaders noted that staff were “humble and willing to listen; they were very, very inviting.” Leaders also noted that City staff repeatedly assured them that they wanted to hear leaders’ stories, that the stories were important and that leaders’ contributions were valuable to City work and to the wider community they were trying to impact.

*“...there was nothing like discrimination. Nothing like racism. And we were only together, working together, talking together.”*

### Felt Heard

When sharing, CAN leaders felt heard. They noted that time was set aside for them to share their stories and when they talked, they could see people listening, paying attention and focussing on them. For example, one leader shared, “When I do talk, I can see on it, like on the Zoom chat, you can see that they all kind of just stop and they just really focus on what I’m going to say” while another shared, “You could really see that they were taking in the things I had to say.” Another leader emphasized that listeners responded to their story with empathy, which helped them feel heard, while another received feedback that they provided a perspective the listeners had never before thought of. Leaders noted that after sharing, they could sometimes see their comments reflected by others, and could tell their stories or points were remembered. In addition, leaders’ stories were acknowledged as important and leaders were often thanked for sharing, both of which contributed to their sense of being heard.

*“Every time I had something to say, they would thank me for sharing...and I’m not talking about one person, there was multiple staff members that said, thank you ... There was always that sense of acknowledgement. And active listening.”*

### Felt Encouraged and Affirmed

City staff were seen as encouraging, appreciative and helpful. One leader shared that staff often told them, “You can do this...let’s do it together.” Another noted that staff encouraged leaders by giving them responsibility and trusting that they were capable.

*“They took a group of strangers that, they had no idea, are they going to show up? ... They put 100% faith into us from day one...”*

Leaders' contributions were complemented, contributing to a sense of importance. For example, one leader shared, "I didn't ask for that. But those affirmations out of nowhere just create such a harmonious area that you do feel important, right?" Another leader pointed to the impact of receiving appreciation: "It validates myself as a person that has helped the City." Staff were also willing to help leaders with everything from finding a room at City Hall to meeting new people, to answering questions that were sometimes not related to City work. One leader noted that when they raised a concern with a City-initiated process, they expected

to be told that "You have to do it this way," but instead their concerns were taken seriously by City staff, who adjusted the process to ensure the leader was comfortable and supported. Another leader noted that staff helped them express their ideas in a language that decision

*"They heard my worries. And they were completely just open and found a solution with me."*

makers could understand: "They're very patient and tolerant and hearing our complaints and our ideas and then reflecting with us and helping us to mold it into something more presentable."

CAN leaders noted that they had the ability to shape their involvement with the City, though there was not complete agreement on this. Leaders noted that City staff "really let us run with it" and "it wasn't like us mimicking what the City wanted. City staff sat back and said, 'What do you guys want to do?'" Leaders noted that they were given the opportunity to lead but also that they were supported: "they're behind us. But they let us kind of shine." However, some leaders also noted that for part of the experience "what it felt like is they [City staff] had an expectation of where they wanted things to go ... it was like, being corralled."

#### **Felt Supported by the City but had Mixed Perspectives on the Honorarium**

When asked if they were given the support needed to participate in the project, CAN leaders enthusiastically shared examples of feeling encouraged, heard and appreciated by City staff. When asked specifically about financial support, leaders appreciated the honorarium they were given, but had differing perspectives about what it meant to them. The honorarium was seen as an important support to participation and leaders appreciated the financial boost: "The honorarium is important, and so much more important than you'll ever know." Some leaders had mixed feelings about taking the honorarium, explaining that they were grateful but also aware of others whose financial need might be greater than their own. The honorarium was seen by some leaders as a sign of appreciation and evidence that leaders' contributions were valued. However, other leaders saw it in a more pragmatic way and noted that the honorarium was not as important as "acknowledgement and appreciation" and the chance to influence decision makers.

*"The payment isn't the validation and the connection and the sense of authority... It's that we have the mayor's ear."*

#### **Felt Supported by Each Other**

CAN leaders noted that they felt supported by other leaders throughout the project: "If I don't understand something...then I call one of the CAN leaders in the group. And then I explain my situation to them. So that is the first support I get." One leader noted that as a group, leaders

could engage in and work through disagreement: “We could debate; we didn't always get along 100%. But we could debate and listen to each other and come to a compromise.”

### Experienced some Frustration

CAN leaders noted that while they saw that they were heard, valued and impacting the City's work, they could not clearly see how the lives of people living with poverty and homelessness were being improved during the project. Some leaders noted frustration with the pace of change, the complexity of making change and with frequent meetings. They felt the urgency of community needs and wanted to see more immediate actions, though they also recognized that impacting policy and City decision-making is important.

*“I got very frustrated because they just kept talking and then wanted to talk about talking. Just get out there and do something.”*

### How the Project Impacted CAN Leaders

CAN leaders noted that participating in the project impacted them in positive ways. It helped some leaders develop a sense of purpose, showed them that they are not alone in their experiences, and helped them overcome barriers to accessing City space. The project resulted in new knowledge of both systems and social issues.

### Contributed to a Sense of Purpose

The experience of having a space to share their stories and having an attentive audience that wanted to hear those stories was significant for the CAN leaders. Leaders shared that prior to

*“Gave me an audience that gave me a sense of purpose. Before that, I didn't know what I wanted to do with my life. I didn't, I had no sense of direction.”*

the project, they seldom felt heard. For example, one leader shared, “I didn't know if anybody cared to hear or be a part of what I was going through.” While telling their story was difficult, it helped to build confidence. As a result of having an audience

attend to their stories, CAN leaders experienced positive shifts. One leader shared that they felt a new sense of purpose. Another leader shared, “When I tell my story. I feel like this thing inside me comes out...I find people to listen to me after all these years,” while yet another shared, “I guess you could say the whole experience, CAN, has lifted me up.”

*“This is the first time I've ever been able to share my story. And it's changed who I am.”*

### Showed They Are Not Alone

Through the CAN training, and through leaders' interactions with City staff, one another and with city residents during the project, CAN leaders discovered they are not alone in their experiences. One CAN leader described the impact of discovering this, “I wasn't the only one with a story like that ... all of us had a story. And since we all share similarities, then we found fellowship in those, in those hardships and those stories, and it was quite therapeutic.... It's made me believe that this wasn't my doing, it wasn't my fault. It was circumstances. And it

could, it could happen to anyone.” These relationships provided encouragement and helped build self-esteem for leaders: “We’ve become very close as individuals, it’s a very rewarding experience building on self-esteem, building on giving us faith that we can do it.” One leader shared, “I could not repay them back with everything that they’ve done, like this self-esteem, some of the friendships that I’ve gotten from meeting with those people, lifetime friendships, and just yeah, just a lot gained a lot.”

*“I know the whole you know, thing of one person can make a difference, but I always thought honestly, whatever, like one person with money in their pocket can make a difference. But now I have learned that I can have an impact too.”*

### Helped to Overcome Barriers to the City

Throughout the project, CAN leaders learned about City services and programs and gained insight into the complexities of City work. Their participation in the project helped to reduce barriers to municipal spaces and services. Some leaders noted that as a result of their participation in the project, they overcame their fear of City Hall and become comfortable

*“I just know more...when something's happened...I need to go to City Hall but I don't know how to go... But now I have access. I can go because I'm engaging with the City.”*

entering that space. Some leaders marvelled at the experience of being in City Hall, having never imagined it as a space where they would be welcomed like other residents. Leaders learned about City programs and services in order to be able to share information with others, and in the process came to understand what is available to themselves.

Leaders learned about aspects of how municipalities work. One leader shared how their assumptions about City budgeting and decision-making were challenged, leading to a realization that meeting the needs of residents is more complex than they thought.

### Led to New Skills

CAN leaders noted that the project led to growth in skills and self-confidence. One leader noted that the project “enhanced my capability to assess and look for a solution to problems that might arise,” and another shared that they

“learned to be able to go and talk to people.”

Many leaders noted that the project pushed them outside their comfort zone and led them to do things they did not think they were capable of. This created an enhanced sense of personal confidence. The development of

confidence was also noted by members of the project team who shared an example of seeing leaders’ confidence grow as they participated in the project.

*“What it did is it gave me a realization of what you could do, your limitations were extended, so that you could do more than what you thought you could before... and it empowered you to have the confidence.”*

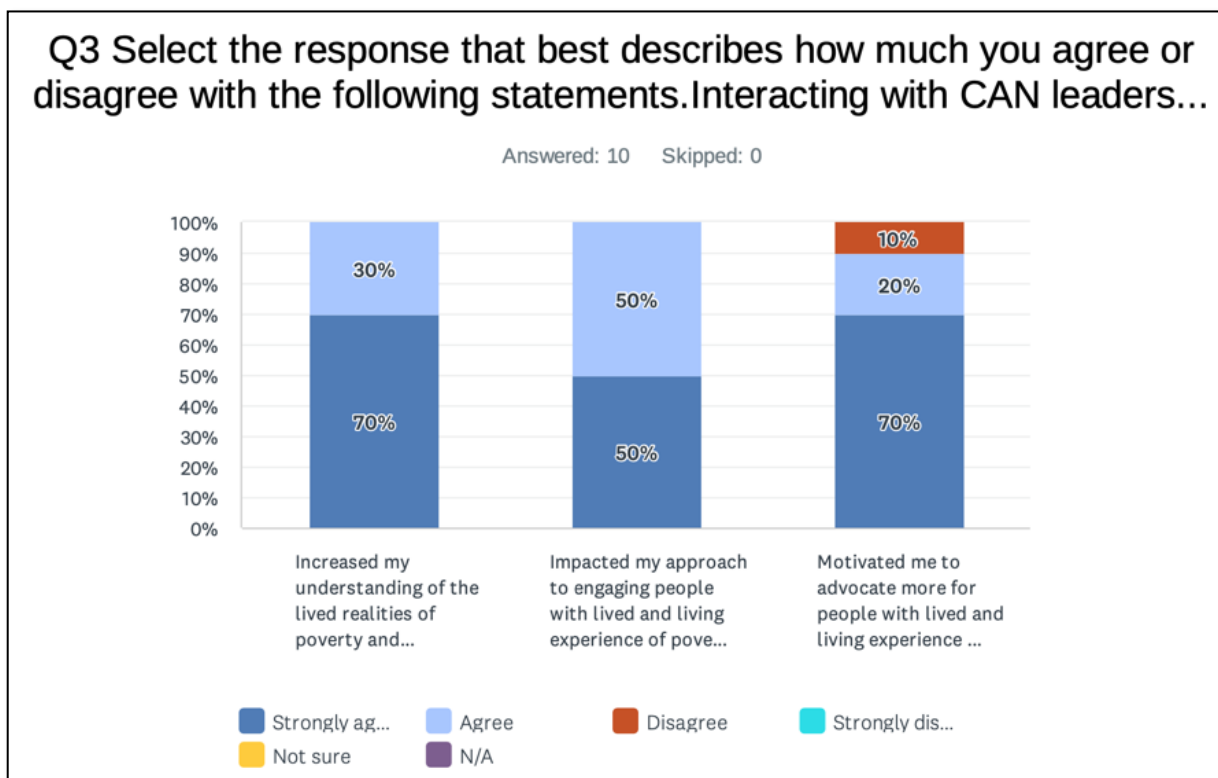
### Resulted in New Knowledge

CAN leaders noted some learning as a result of their participation in the project. For example, one leader shared that they came to see how complex systems change can be. Another leader described learning about professional work and the communication styles used in professional settings. Still another noted learning about how decisions are made and strategies for change that may not be obvious to the public. Finally, a number of leaders talked about learning more about social issues and having their assumptions about others challenged: "I had one idea of what homeless was about...So I had to learn that I was in the wrong. I had assumptions." The need to educate others about the homeless population to challenge public perceptions was also identified as a learning. Finally, one leader noted the project helped them understand that both professional knowledge and lived experiences help when making change.

*"You fix one thing, and you cause another problem."*

### How City-based Participants Experienced the Project

When asked about their experiences of interacting with CAN members, City staff and members of the public who interacted with leaders responded favourably. For example, 100% of survey respondents agreed or strongly agreed that interacting with CAN leaders increased their understanding of the lived realities of poverty and homelessness, and impacted their approach to engaging people with lived and living experience. Eighty percent of respondents agreed or strongly agreed that engaging CAN leaders motivated them to advocate more for people with lived and living experience of poverty and homelessness.



In interviews, City staff noted they were grateful to learn about lived and living experiences, and that they appreciated CAN leaders' passion, community connections and leadership skills.

### Grateful to Learn More about Lived and Living Experiences

City staff expressed gratitude for the contributions made by CAN leaders throughout the project. CAN leaders brought important lived and living experiences that challenged City staff to consider why they do what they do, how they do it and how it could be done differently. CAN leaders' experiences helped to highlight the complex, nuanced and interconnected nature of many topics the City is working on. They highlighted biases in City policies and helped to reveal factors that contribute to ongoing exclusion of people with lived and living experiences of poverty and homelessness. City staff noted that CAN leaders' stories were important in bringing forward some of the impacts of municipal program and policy decisions that may not otherwise be considered. It was also noted that these stories often touched on programs and policies that are provincial or federal responsibilities, inviting reflection about the City's role in advocating for change.

*"They're experts in their lived experience ... they're really able to identify things ... they bring a fresh perspective... and it made us ask questions about why have we been doing this for so many years ... to look at old biases."*

project. CAN leaders brought important lived and living experiences that challenged City staff to consider why they do what they do, how they do it and how it could be done differently. CAN leaders' experiences helped to highlight the complex, nuanced and interconnected nature of many topics the City is working on. They

### Appreciated CAN Leaders' Passion

In addition to offering their expertise based in experience, City staff noted that CAN leaders brought active participation, enthusiasm, passion and drive for change to the project. Leaders' passion for improving the lives of people living with poverty, homelessness and other structural inequities was noted as a significant positive contribution to City work. Their passion was reflected in their high level of participation and willingness to give their time and energy to the project. It was also reflected in leaders' attention to impact and desire to see change happen quickly.

*"There was such a drive to want to do something, to have action and make an impact."*

*"It's a huge, a huge strength. They just have so much desire to serve community members and to help improve people's lives."*

### Appreciated CAN Leaders' Community Connections

City staff noted CAN leaders' capacity to connect with community members and link City initiatives with residents in the city who have lived and living experience as another important contribution. CAN leaders were able to establish trust with these residents, which was very helpful in engaging them and securing feedback on City initiatives. As one City staff noted, this connection with community "resulted in, I think, one of our healthiest engagement sessions that we've, I would say, that we've ever had, in terms of policy recommendations."

*"So that is a strength, the ability to really build that trust, through shared experience, with many of the residents."*

contribution. CAN leaders were able to establish trust with these residents, which was very helpful in engaging them and securing feedback on City initiatives. As one City staff noted, this connection with community "resulted in, I think, one of our healthiest

engagement sessions that we've, I would say, that we've ever had, in terms of policy recommendations."

### Appreciated CAN Leaders' Skills

City staff noted that CAN leaders were excellent communicators, both in terms of listening and in telling their stories. CAN leaders educated staff about other, better ways of working with residents. They exhibited technical skills and were friendly. Some staff noted the important contribution made by leaders' capacity for being themselves. This capacity and its contrast to the City's work culture highlighted the social positioning and power dynamics that are sometimes at play between City professionals.

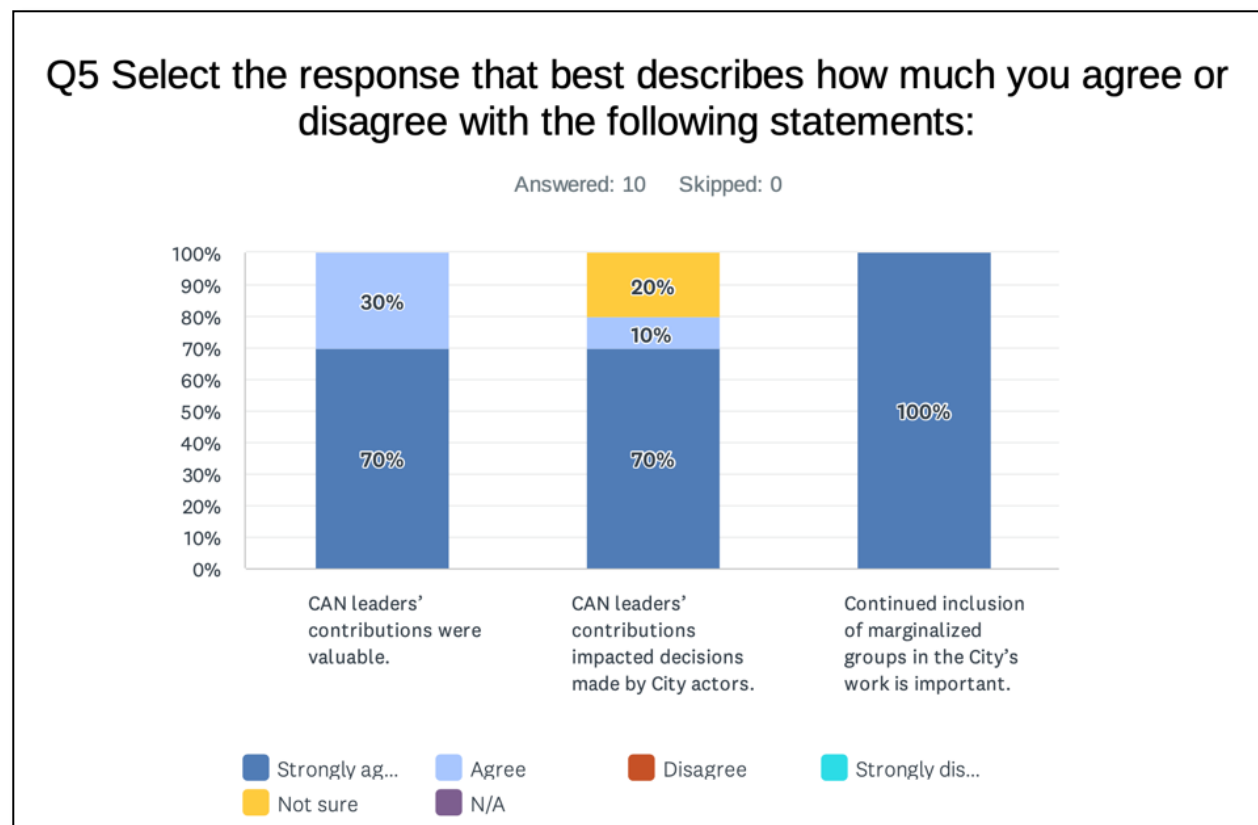
*"They're just themselves and I think that that's really a strength as well that they bring their whole selves to everything they're doing."*

### How the Project Impacted City Staff

City staff and City work were influenced by the involvement of CAN leaders. The leaders' contributions were valuable and helped to increase staff's understanding of the everyday realities facing people living with poverty and homelessness. Many City staff developed stronger skills for inclusion and formed meaningful relationships that impacted their understanding of their work.

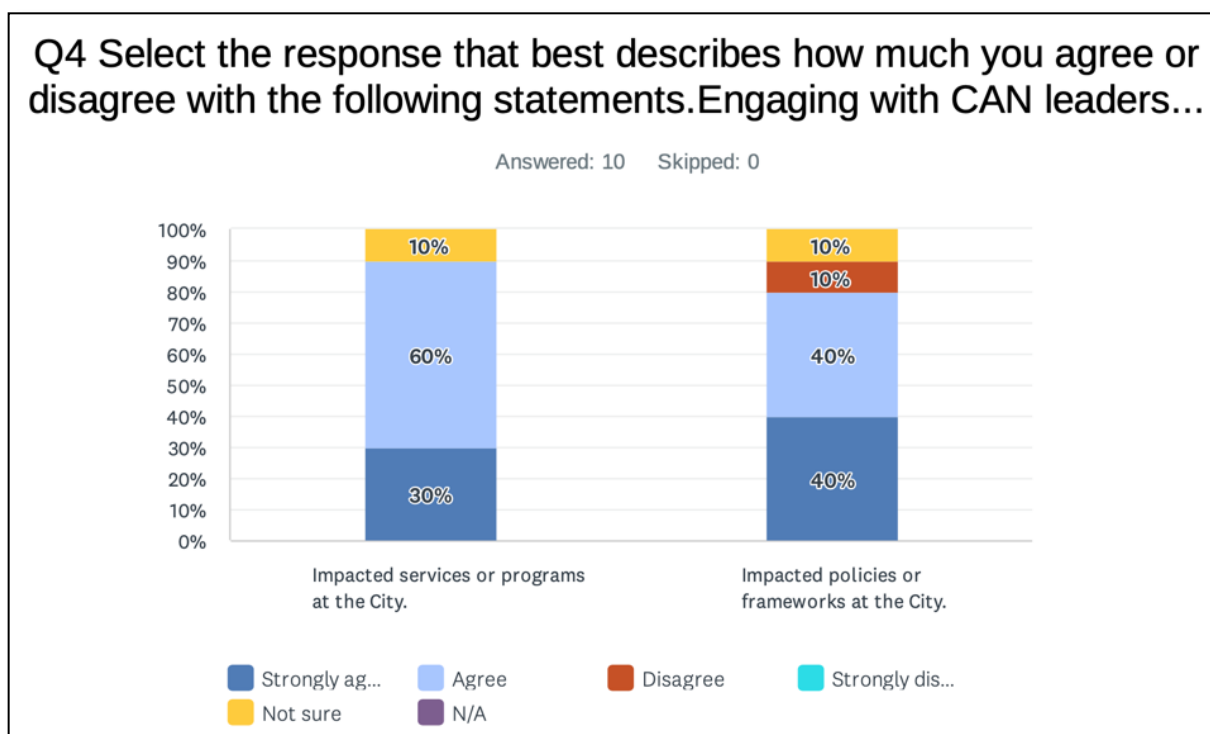
### CAN Leaders' Contributions were Valuable and Impacted City Work

When asked if CAN leaders' contributions were valuable, City staff and members of the public who had interacted with CAN leaders on the project responded favourably.



Of the survey respondents, 100% agreed or strongly agreed that CAN leaders made valuable contributions and 100% strongly agreed that continued inclusion of marginalized groups in the City's work is important. When asked if CAN leaders' contributions impacted decisions, 80% of survey respondents agreed or strongly agreed, while 20% were unsure.

City staff and members of the public who interacted with CAN leaders viewed their contributions as impactful. For example, 90% of survey respondents agreed or strongly agreed that engaging with CAN leaders impacted services or programs at the City. Likewise, 80% agreed or strongly agreed that engaging with CAN leaders impacted policies and frameworks.



### Increased Knowledge and Understanding of Lived and Living Experiences

Many staff noted that the project increased their understanding of social issues, lived experiences, impacts and intersecting systems. As one staff pointed out, the CAN leaders contributed a perspective that City staff might never have had access to and that filled some gaps in City staff's understanding of impacts. Some staff noted that they had a good level of understanding of poverty and homelessness, but still learned some of the nuances of their

*"It just really opened my eyes... this impacts people on a day-to-day basis... I think that was like the most impactful part of the whole project."*

impact. They noted that interacting with CAN leaders reminded them that while they may hold a lot of knowledge, there is always more to learn. Others noted how their knowledge was enhanced by learning about particular and unique intersecting systems and how they are experienced at the everyday level. Some staff noted how hearing CAN leaders' stories helped reveal the compounding challenges that people living with poverty and homelessness face. The details that CAN leaders shared painted a picture that was much richer than reading about social issues and brought a more human picture to these issues. Some City staff, however, noted that they already hold a lot of knowledge and did not really learn a lot that is new about poverty and homelessness.

*"Day-to-day details that I wouldn't necessarily have access to otherwise ... gave me just more of a window into I guess, compounding challenges ... felt to me from what they were sharing, like, you know, nothing is simple, nothing is easy in their lives."*

### Enhanced Skills for Engagement and Inclusion

City staff noted that participating in the project enhanced their engagement and inclusion skills. For example, one staff noted how the project pushed them out of their comfort zone and led to a "really great learning experience" that helped with "learning to work in different ways, with the CAN leaders." They described this learning as one of the most impactful aspects of the project. Another City staff noted that they learned to "let go of my process a little bit and create space." Some City staff noted additional learning related to patience and respect. Staff shared examples of learning to let go of set agendas and time frames in order to honor and respect the stories being shared and the important contributions being made. Staff noted learning how to be patient and make space for ways of contributing and interacting that differed from the way that they typically interact during meetings, interactions identified by one staff person as "colonial practices." One staff noted that developing a relationship with CAN leaders includes patience: "When we talk about a relationship, a relationship is about patience and understanding and being supportive."

### Developed Meaningful Relationships

Some City staff noted that participating in the project enabled the development of interpersonal relationships with CAN leaders that were both valued and impactful. One staff described these relationships as bringing "a deeper level than I've personally experienced in my work." Another staff described the time they spent with CAN leaders as "a cherished memory from this whole experience." Building relationships with CAN leaders enabled staff to develop enhanced empathy for the leaders' experiences. One staff shared, "In a much more concrete way, you have, sort of, more of an empathetic reaction for what the impact of that experience is." Another shared, "Hearing the stories about what people face on a day-to-day basis ... really helped me build empathy." Some City staff noted that participating in this project made their job more meaningful. One

*"... it just highlighted for me the importance of building those relationships. And that's something that everyone has done so well ... there's so much trust and friendship that's developed through this program."*

staff described the project as the highlight of their professional career, while another noted that the project became meaningful to them in ways they did not anticipate. Developing relationships with CAN leaders highlighted the importance to City staff's work and the importance of engaging meaningfully with the community.

## How the Project Impacted Policies & Practices

The project led to new ideas about effective policymaking and a deeper understanding of policy impacts. As a result of the project, CAN leaders had an impact on some existing City policies and frameworks and on the creation of new policy mechanisms.

### Ideas about Effective Policymaking

Engaging with CAN leaders impacted the ways in which City staff think about policymaking. For example, one City staff noted that the project highlighted the importance of empathy as a foundation or guiding principle for policy development. Another staff noted that the project confirmed how engaging with CAN leaders and others with lived and living experience can lead to more effective policy. One staff shared that the project pointed to a need to begin policy development early in the process, with lived and living experiences at the centre. Another staff noted that the project demonstrated that "recommendations can really be shaped effectively with those who have lived experience," though the role of elected officials as decision-makers must be clearly communicated.

### Deeper Understanding of Policy Impacts

City staff noted that hearing the stories, experiences and perspectives of CAN leaders helped to make the implication of policy decisions clearer and more concrete. The personal experiences

*"One of the really impactful contributions is that by sharing their personal experiences, encounters and situations... what that impact is on an individual. I think it's a huge education piece...that takes it from the abstract into the concrete."*

also help to understand policy impacts at a more detailed and nuanced level. As one staff noted, sometimes these details get lost by policymakers looking at the bigger picture, but they have a significant impact on the lived experiences of people affected by policy. For example, one staff shared how CAN leaders' experiences revealed how shelter policies might unintentionally exclude people.

Hearing from CAN leaders enabled staff to drill down deeper, which was described by one City staff person as "invaluable" and a key factor in "meeting the actual needs of the individuals."

### Direct and Indirect Influence on Policy Decisions

City staff shared their belief that through the project CAN leaders directly informed policy decisions and "made a significant difference." For example, one staff shared how a CAN leader's input was included directly in a policy document. This direct influence was also evident through CAN leaders' participation in decision-making processes directly shaping distribution of grant funding awards.

City staff noted that CAN leaders also shaped policy in indirect ways, by influencing public support and engagement, and by informing frameworks. One staff mentioned how CAN leaders shared their stories at an engagement event. The engagement evaluation results demonstrated the impact of CAN leaders' stories on the public's understanding of a policy issue, helping to secure social support for the City's policy decisions. Another staff noted that CAN leaders' involvement helped to shape an engagement framework and thereby indirectly shape the resulting feedback and ultimately City policy decisions.

### Creation of New Policy Mechanisms

City staff also noted that some new policy mechanisms were created as a result of the project: "As a result of *Ethics of Engagement*, the City came up with a number of initiatives." For example, the Sanctuary City initiative was introduced and a subsequent training program for staff is in development. The project also impacted internal policies, such as the honorarium policy, which is being revised as a result of the project.

### How the Project Impacted the City's Approach to Engagement

As a result of the project, some ideas about engagement were affirmed, while new understandings were also developed. City staff noted a more nuanced understanding of engagement practices and a motivation to engage people with lived and living experience in the future. The benefits of having CAN leaders engage with the public to solicit input on City initiatives was another insight gained through the project.

### Ideas about Engagement were Affirmed

Many City staff noted that participating in the project affirmed their ideas about the benefits of engaging people with lived and living experience and their belief that more effective policy would result from more meaningful engagement that happens earlier on in the policy cycle. Many City staff also noted that their belief in the importance of relationship development in engagement and the importance of openness, listening and creating a welcoming environment were also affirmed.

### New Understanding of Engagement

For others, relationship-based engagement was a new way of understanding and practicing engagement. One staff shared how resistance to doing things differently was followed by "a flipping around to like ... this is going to take time [for] relationship building, but there's so much to explore here." Another noted that they "saw minds shifting ... new ideas occurring ... saw impact ... from 'we're going to make all decisions' to 'no, let's listen'." Another staff observed that "this is like an entirely different way of thinking about engagement."

*"Working directly with individuals and not just listening to them on your terms ... but actually having to listen and understand what's going on in their lives and what they feel about these processes; that can be quite a game changer."*

## More Nuanced Understanding of Engagement in Practice

*“That’s been a big kind of learning for me ... it’s going to take more than us just saying, hey, you know, be heard, we want to hear from you... what does that mean to someone who’s been actively excluded? For so long? There has to be some bridge or repair in that relationship.”*

One City staff noted that as a result of participating in this project they have realized that relationship building must begin with relationship repair to heal the exclusion experienced by people with lived and living experience. Another City staff noted that they developed new awareness of how easy it is for engagement to “be a checkbox or turn

into something like tokenistic.” Some staff shared their learning that engagement should not just be earlier in the policy cycle, but should be undertaken to shape the engagement plan itself. One staff noted that the project led to wider reflections on the way they conduct their work and the barriers to inclusion in City processes overall.

*“One thing that this group really brought forward and illuminated, is this idea of actually ... learn about how we should engage. Because we can’t know all the ways or barriers people have to engagement.”*

Many staff noted that they learned how time-consuming relationship-based engagement is in practice. Staff noted the need to provide time for discussions and relationship development, without rushing the process in order to achieve pre-determined outcomes or timeframes. In addition, staff noted that the project helped them see the need to use plain language, make space for stories and tangents, and be open to communication that differs from professional norms when engaging. Some staff also pointed to learning how to provide support without being directive: “trying to help them move forward without influencing them was, was a big learning for me.”

## Motivated Staff to Engage in the Future

Many staff noted that as a result of the project they were motivated to engage people with lived and living experience in future work: “The takeaway is that it should always be included, individuals with lived experience of whatever we’re working on. It’s integral to the work we do.” One staff noted that they will take more time in the future to build relationships in support of engagement. Another staff noted that they were motivated to engage earlier in the policy development process and to identify ways to engage in implementation as well.

*“...being more purposeful ... engaging them not just upfront, but throughout the development or planning strategy, and also looking at implementation and reporting.”*

## Highlighted Benefit of Involving People with Lived Experience

One City staff noted how the project led them to realize that people with lived and living experience have a reach into communities that City staff may not be able to connect with and that this connection could be another engagement path. They shared that CAN leaders were very successful at engaging with community members who also have lived and living experience of poverty and homelessness, helping City staff to gather their feedback and “breaking down

some of those barriers” to engaging this population. One staff described how CAN leaders were able to create a bridge between the City and community, building community capacity and connecting people with lived and living experience of poverty and homelessness and the City.

### Strengths of the Project

A number of project strengths were identified as contributing to the project success. CAN leaders’ commitment and passion were key strengths, along with the solid preparation they received in the leadership training. The City’s commitment to the project, the particular people involved and their dedication to building relationships through casual conversation were also noted as project strengths. CAN leaders’ relationships with one another were important, as were actions taken to support reciprocity. Finally, honorariums were an important strength of the project, although for some leaders they were not as important as the personal recognition, encouragement and support they received.

#### CAN Leaders’ Commitment and Passion

While a number of factors were identified as contributing to the success of the project, of central importance was the passion and commitment that CAN leaders brought to the project. Leaders’ strong and abiding desire to have an impact and benefit others experiencing poverty and homelessness was identified as a crucial component of the project. Their passion for change and their willingness to contribute their time helped to ensure the project’s success. In addition, leaders’ openness to sharing their stories and experiences in order to educate others about the impacts of poverty and homelessness were noted as having a significant impact on the success of the project.

#### Leadership Training

While leaders were asked about experiences after completing the CAN Leadership Training, many brought forward important points about the training as a foundation for their experiences interacting with the City. CAN leaders expressed appreciation for the BC Poverty Reduction Coalition and the Single Mothers Alliance. They describe their relationship CAN training facilitators as strong and positive, noting that “they are so good” and they have “a big heart”. Leaders emphasized that they learned a lot from the leadership training and appreciated the in-depth knowledge of the facilitators. Leaders noted that the training helped them to develop as a group, to find similarities and realize they are not alone. The training helped them better understand how their own lived experiences are shaped by social and structural forces and provided a “nice onramp” to their work with the City.

#### City’s Commitment and Willingness

Another important factor in the project’s success was the City’s willingness to undertake the project. Having support of, and direction from, City Council to engage with more diverse citizens signalled the importance of the project and communicated a clear message that CAN leaders were welcomed. City staff were committed to the project and open to experimenting.

They were willing to come to the project without a set agenda, to spend the time needed for relationship building, to reflect on and change their own practices and to explore and innovate in collaboration with CAN leaders. City staff valued the project and took their involvement seriously, demonstrating an enormous amount of “buy-in.” The City’s commitment included funding for the project and enabling access to Council Chambers and other City spaces. Opening Council Chambers to CAN leaders served to demystify and remove barriers to City Hall.

### Individuals on the Project Team

A central component of this project’s success was the particular individuals involved. The CAN leaders who participated in the project brought enormous benefit. The project team involved in the CAN training were excellent at establishing trust with the CAN leaders and created a learning environment that helped leaders develop confidence. They could navigate community and City spaces. They understood the needs of people with lived and living experiences and also had good knowledge of City processes, both of which provided a strong pathway into the City for CAN leaders. They helped to navigate and support relationships throughout the project.

The particular City staff involved in the project also contributed to the project’s success. Staff members were described as thoughtful, compassionate, friendly and welcoming. Some staff make extensive efforts to find points of connection with CAN leaders. City staff listened openly and communicated genuine interest in and concern for CAN leaders. Of particular importance was the work done to minimize differences and find shared histories. Hearing from City staff with lived experiences was noted as particularly important to building strong relationships with CAN leaders. The personal commitment of the project team was demonstrated in a multitude of ways and was central to the project’s success. They valued engagement, sought to share power, demonstrated empathy and a genuine desire to learn from CAN leaders. City staff championed the project and its importance.

### Taking Time to Build Relationships

Relationship building was a strength of the project and undertaken genuinely, and with success. Importantly, the relationship building began before the engagement project, which provided a solid foundation for stronger ties. As one Leader shared, “Part of the success of this Ethics [of Engagement] part was that it came after this huge time investment ... and the training, which built these relationships.” This early phase also signalled inclusion of CAN leaders at the very beginning of the project and supported leaders’ ability to shape the project activities. In addition, taking time to get to know CAN leaders early in the project allowed City staff to ensure their interests and talents were matched with existing committee and engagement roles. As one CAN leader shared, “When they started putting us where they thought that our talents would be best served, that’s when I felt like, yes, this is coming together. I can give back I can contribute.”

### Casual Conversations

Once the project began, casual time spent together and the willingness to chat and share stories, were essential to supporting further relationship development. Many project team

members noted that it was during the casual conversations that they were really able to connect with team members. These casual conversations were “really meaningful” opportunities to learn about the lived experiences of others and build friendships. One City staff shared, “For me, I think that was like the most impactful part of the whole, the whole project ... these anecdotal sidebar conversations of people just telling us how their week has been going or what they were experiencing in that moment. And it was super powerful stuff.” Another staff observed that when groups or committees operated more informally, it helped CAN leaders participate. They appeared more comfortable and more willing to speak up and contribute.

Many City staff noted their awareness of the vulnerability of CAN leaders in engaging with the City, the power differences and the potential blindness of their own biases. They noted efforts to build relationships by being open, engaging in active listening, demonstrating caring, minimizing power positions and seeking out opportunities to find similarities with CAN leaders. Some staff connected with CAN leaders outside of the professional context, demonstrating an interest in them that went beyond the confines of the project. One staff noted that they believe trust was developed, citing CAN leaders’ willingness to share what is not working and to problem solve together as evidence of trust. Other staff noted the importance of communication, with a lot of talking and explaining and listening, as an important aspect of relationship building.

### Relationships Between CAN Leaders

Another strength of the project was the relationships that developed between CAN leaders who could see that there were other people struggling with issues similar to their own. The identification of shared experiences, in the training and throughout the project, created bonds between leaders and reminded them that their circumstances and experiences had a broader, systems level dynamic. As one CAN Leader noted, “It was good knowing that we all went through different hardships. And that brought us all to the same place.” Another leader shared, “I think the strengths was unity. Unity together. If we are together, then it gives us strength.” Being able to hear the different perspectives and ideas, yet still work towards a collective goal was another aspect of this unity that was highlighted.

### Reciprocity and Power Relations

Another strength of the project that helped it work was the training received by CAN leaders, coupled with the opportunity to apply what they learned. Of particular significance was the autonomy given to CAN leaders to shape the project and the engagements. Despite some struggles with settling on an idea, many City staff and CAN leaders noted the value in being able to be active leaders in the project. The approach reflected a desire for power sharing and reciprocity – with CAN leaders not just expected to fit into City structures and processes, but able

*“So, I think the City opening up to us kind of dissolved the line between City officials and the lowly people, you know, coming from this life that no one wants. It dissolved that hard rock line where we can't talk to them, they're too important. It put us on equal ground. Right? ... And I really felt that it made an impact. It made me feel like nobody was too important to hear your story.”*

to contribute to creatively designing engagements. This was described as unusual in public engagement and was noted by my City staff as “cutting-edge work” that was crucial to mitigating power differences in the project. One City staff described the power sharing as enabling CAN leaders to lead and be decision-makers.

### Honorariums

The project team noted that providing honorariums to recognize the important contributions that CAN leaders were making, their role as experience experts and to honor their stories was an important strength of the project. They noted the importance of ensuring the CAN leaders were appropriately compensated for their expertise and the hope that paying honorariums could be enshrined in policy in the future.

CAN leaders had some hesitancy early in the project about receiving payment. As noted in the section above, CAN leaders appreciated the honorarium as a practical financial support, but most leaders emphasized that the attention, active listening, warmth, thanks and appreciation they received from the City was a far more important form of recognition. Appreciation affirmed that they were valuable contributors, that their voices and stories mattered and could help others, but the honorarium was helpful in a pragmatic way.

### Challenges and How They Might be Overcome

Some project challenges were identified by CAN leaders and City staff and suggestions were made to address these challenges. The COVID-19 pandemic had a big impact, as did the tension between working on concrete results and longer-term impacts. There were some project design challenges, though with the emergent nature of the project this was expected. Navigating differences and structural constraints were additional challenges identified.

### COVID-19 Pandemic

The COVID-19 pandemic was identified as a key challenge for the project. As a result of the pandemic, public health orders and restrictions, CAN leaders could not meet in-person regularly. While online meetings supporting the project’s continuation, project participants felt they could have formed deeper, more meaningful relationships and achieved a lot more if they could’ve met in person. Lack of access to appropriate technology led some people to participate in online meeting by cell phones, which limited their ability to participate fully. Participants noted that while this challenge could not be fully addressed, having funds to purchase and distribute appropriate technology to CAN leaders could help in the future.

### Tension between Concrete Results and Longer-term Systemic Change

An additional challenge identified was the tension between wanting to see concrete results from the project in order to respond to the urgency of community needs, and project activities aimed at policy and systems change. CAN leaders noted that while they saw some small impacts, they could not clearly see how the lives of people living with poverty and homelessness are improved as a result of the project. The leaders were very motivated and

driven to improve their own, and others' lived and living experiences, but noted that there were too many meetings and not enough action. CAN leaders suggested that this challenge could be addressed by the City doing more for people who are unemployed, unhoused, seeking child care, living with disabilities or drug use, and those leaving hospital care without supports. City staff recognized the urgency to make change that CAN leaders expressed and the frustration of not seeing concrete outcomes. Staff noted that the challenge of not seeing concrete results could be addressed by further educating CAN leaders about the constraints faced by the City and the complex process of policy change. Further education on the role of the City's mandate and how that differs from the mandate and programs of other levels of government and the legal and bureaucratic constraints were both seen as important. For example, health care services for substance users or those leaving hospital care are under Provincial jurisdiction.

### **Project Design Challenges**

#### *Level of Involvement*

City staff noted that balancing the engagement needs with respect for CAN leaders' time and energy was challenging. They suggested that participating in the project was demanding for CAN leaders and felt that the project drew on leader's time and emotional energy extensively. Staff noted the passion and commitment of the leaders, but wanted to better understand if leaders felt pushed to participate or if the City was taxing them with the level of engagement in the project. Some staff noted that there seemed to be too many priorities or invitations issued. Some staff also emphasized that they wanted to ensure CAN leaders' autonomy to choose how much they participate, so felt that sending a lot of opportunities was important. CAN leaders did not share feeling over-burdened by the engagement, and one leader felt they could have been used more effectively to support staff in their everyday work. City staff noted that it may be helpful in the future to be more strategic about where to include CAN leaders and to have more leaders involved. Staff shared that it would be important to avoid tokenism and ensure reciprocal benefit in strategizing about leaders' involvement.

#### *Limited Institutionalization*

While the particular individuals involved in the project were seen as a strength and the relationships they developed as important to its success, the individuality was also identified as a challenge. Individuals might leave the City and the relationships they have built and the engagement opportunities tied to those relationships may leave with them. In addition, the lack of organizational-wide involvement in the project was identified as potentially creating a siloed approach that would not support systems-level change. Questions were raised about sustainability of the engagement model and how this different way of working with communities could be supported across departments on an ongoing basis.

Ensuring a non-siloed institution-wide approach to the project and enshrining the engagement approach in City policy were suggested as strategies to address this challenge. Many City staff noted that expanding the project to include more of the institution would be beneficial. Some

CAN leaders suggested that having a larger audience to tell their stories to might give them more power.

#### *Scheduling*

CAN leaders noted that it was sometimes challenging to manage their schedules without knowing ahead of time what kinds of engagements were planned and what they might be invited to. More up-front planning and regular meetings was suggested.

#### *Project Timing*

The timing of the project was noted as being out of alignment with committee appointments and if CAN leaders are going to participate in established committees in the future, beginning engagement in September would be better.

#### *Structure and Decision Making*

Given the community-based emphasis in the project, there were questions raised about the extent to which structure and leadership from the City should be provided. Some City staff noted that things took a long time because no one was forcing CAN leaders' decision-making. Some staff pointed to the tensions between letting leaders set their own course and providing support, and directing them towards particular activities or ends. Some leaders also recognized this tension. City staff noted pros and cons to the way the project was run, with more power sharing but potentially less efficiency and impact.

#### *Project Direction*

City staff expressed some uncertainty about the scope of CAN leaders work and what should be expected from them. Some CAN leaders noted that the early phase of the project was challenging because they were not sure what their purpose was or what they were supposed to be doing. Joining existing committees, having City staff provide resources and having time to make decisions helped with this and could be incorporated into future projects. More clarity about the scope of CAN leaders' involvement and more project planning upfront could also be helpful for future projects, though many participants recognized that the tensions in project clarity were not necessarily problematic. They were tensions associated with a different way of doing things.

#### *Role Clarity*

Some City staff pointed out that roles of the project team were unclear. It was not always clear who, if anyone, was leading the project or coordinating CAN leaders' involvement with the City. Some staff worried about the impact of multiple, sometimes overlapping requests on CAN leaders' time and energy. They noted that having guiding principles or a project charter might be helpful with role clarity, but also recognized the emergent nature of the project.

#### *CAN Coordination*

CAN leaders noted that it was hard for them to know what other leaders were doing and how the engagements all fit together. This led some leaders to feel more like an individual being

engaged rather than a member of the CAN team. One potential solution to this disconnect would be to provide CAN leaders with a shared space to operate out of and to provide them with a shared email address. Having business cards would also help them feel part of a team and bring credibility to their engagement with the public, who at times questioned why leaders were engaging on behalf of the City but didn't have identification to prove it.

### *Compensating Leaders*

City staff noted that understanding how best to compensate CAN leaders for their time and the pragmatics of doing so, were both challenges. Some staff used the language of "experience expertise" to describe leaders' contributions, noting that the City pays significant amounts for other forms of expertise and should here as well.

### *Navigating Differences*

CAN leaders and City staff identified two aspects of navigating difference that were challenging during the project. They also noted, however, that these were not surprising tensions in a project that links people with lived and living experience to a municipal organization and were worked through effectively.

### *Navigating Professional Space*

It was noted that bringing together a cross section of people requires being mindful of difference. One CAN leader pointed to a tension between the formal and subtle communication style in City spaces and the more direct communication in community spaces. Another leader noted the tension between "real life and how things look on paper." Some City staff noted that the workplace culture and meeting processes were not always aligned with CAN leaders' ways of interacting and could lead to frustration. These tensions might be addressed by a more in-depth orientation on the part of the City and/or by patience for the learning on both sides.

### *Personal Agendas/ Dominating Group*

Some City staff noted that the project highlighted the tension in helping facilitate a conversation and decision-making, and directing the conversation. It was challenging at times to not step in and move things along. It was also challenging to know how to respond to someone dominating the space and not leaving room for others to contribute, without directing interactions. Some City staff noted that it was challenging to approach the project without expectations about what would be done. Further relationship building in order to support people in working through these tensions was a suggested strategy.

### *Structural Constraints*

#### *City Mandate*

A number of participants noted that the project was constrained by the City's mandate and the authority given to it as a municipality. This created a tension with the lived and living experience of CAN members whose lives are impacted by multiple orders of government. Risk aversion and the slow pace of change within bureaucracies, as well as within complex systems, was another structural constraint identified by the project team. Shifting institutional practices

requires buy in, takes time and there is a tension between the pace of change and the urgency of the issues identified by CAN leaders.

#### *How City is Organized*

Heavy staff workloads constrained what was possible in the project, and staff's typical hours of work did not always align with CAN leaders' schedules. The requirement on staff to shift focus quickly in response to organizational changes or new directions from leadership further impacted their ability to participate. Existing City policies, particularly with regards to financial support for CAN leaders, also constrained what was possible in the project. The formality of City spaces and City processes was another constraint identified as both were at odds with the CAN leaders' approach.

#### *How City Operates/ Approaches Engagement*

The City's current approach to engagement was a constraint in that it raised questions about reciprocity. While the project was an opportunity to expand engagement practices, some staff questioned if it was too unidirectional, training CAN leaders to enter the City's space but not doing enough to train City staff across the organization on how to do things differently. In some spaces, engagement with CAN leaders looked like a typical City consultation process. Likewise, one City staff noted that the City may need CAN leaders to participate more than CAN leaders necessarily need to interact with the City. Another staff pointed out that sometimes City processes try to get a particular outcome without paying attention to the process of building trusting relationships. Many City staff noted that learnings from the project would be helpful to expand the City's existing practices and inform a more reciprocal method of engagement.

#### *Broader Constraints*

Provincial / federal Income support policies were identified as a constraint on the project as they impact CAN leaders' compensation. In addition, colonial practices throughout society have a constraining impact on what the City can do. Finally, class differences and their impact on privilege were identified as broad constraints on relationship building, reciprocity and the project overall.

## 5. Hopes for the Future

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City staff and CAN leaders were asked about their hopes for the future of engagement between the City and people with lived and living experiences of poverty and homelessness. Many expressed the hope that some form of the project can continue, and some saw possibility of an expanded role for CAN leaders. CAN leaders asserted that they need to continue to speak out and hoped that future projects could provide individualized support for participation and include more learning activities.

### Continue with the *Ethics of Engagement*

Almost everyone involved in the project expressed the hope that the *Ethics of Engagement* project, or some version of it, would continue. Some CAN leaders expressed hope that the City will continue to reach out so that they can be included in future opportunities and some City staff expressed the hope that they could reach out in a genuine way. Many City staff expressed a hope that engaging with CAN leaders can continue in a long-term, sustainable way. Some staff noted the need to integrate leaders into all aspects of the City's work so that their inclusion becomes seamless and all departments can benefit from their knowledge. City staff and CAN leaders both expressed a hope that other cities can learn from the *Ethics of Engagement* project and perhaps establish their own initiatives.

### Expanded Role for CAN Leaders

Many City staff expressed the hope that CAN leaders' role could be expanded. This might take the shape of "experience consultants" who are included in City work the way that other professional consultants are, and/or engagement leaders who become a bridge between the City and community or decision-makers in City strategies. CAN leaders noted an interest in expanding their role to become a bridge between the City and the community. Some leaders felt that they could become assistants to City staff and help with their heavy workloads.

### CAN Leaders Continue to Speak Up

Many CAN leaders expressed a willingness and need to continue to speak up about their experiences. Many leaders were hopeful that more CAN leaders could be engaged so that people would have no choice but to hear their voices. Leaders noted that the more they connect with each other and invite others to join them, the stronger their voices will become. Some leaders noted that an ongoing platform to support their sharing would be helpful to keep them linked to the City.

### **Provide Individualized Support for CAN Leaders to Participate**

It was noted that participation in the project may be facilitated by attending to the individual needs of CAN leaders. While the honorarium and provision of childcare, bus passes, etc. are important as blanket offerings, there are also individual needs that impact leaders' ability to participate. Learning about and supporting these needs would be helpful. This may include City staff spending more time with the leaders in one-on-one interactions.

### **Incorporate More Learning into the Project**

CAN leaders expressed an interest in seeing more learning for both City staff and leaders incorporated into the project. Some CAN leaders noted that in the future, it would be great to see compassion training for City staff, as well as police and ambulance, to educate them about trauma and how it presents, the impacts of poverty and homelessness and other challenges facing community members. Some CAN leaders expressed the hope that learning opportunities could be added to the project so that they receive training on an ongoing basis. Topics could include professional skills, how City Hall works, use of pronouns and respecting difference and other topics that they could collectively identify.

## 6. Appendix A: Interview and Focus Group Questions

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### Interview Questions - CAN Leaders

1. Can you describe the activities or engagements you were involved in as part of the *Ethics of Engagement* project – things you did after the CAN training?
2. When you were engaging with City staff, did you feel welcomed and included?
3. What made you feel this way?
4. At times when you spoke up with an idea or shared your story, did you feel heard?
5. Did participating in this project impact your sense of what you are personally capable of- how you can be a community leader?
6. How would you describe your relationship with City staff; do you think that what you contributed and what you got back were equal?
7. What do you think were the strengths of this project?
8. What do you think was challenging about this project?
9. Did you receive the support you needed to participate in the project?
10. Do you have any suggestions for supporting community leaders in ongoing involvement with City staff and City initiatives?
11. What is your hope for the future of engagement between people with lived and living experiences of poverty and homelessness and City staff?
12. Is there anything else you'd like to share?

### Interview Questions – City Staff Project Team Members

1. Can you describe how you were involved in the *Ethics of Engagement* project?
2. How has participating in this project impacted your understanding of the lived and living realities of poverty and homelessness?
3. How has participating in this project impacted your understanding of how engagement can be facilitated between Cities and people with lived and living experience?

4. What do you think has changed, for CAN leaders, as a result of this project? Can you provide an example?
5. What do you think has changed, for the City or for City staff, as a result of this project? Can you provide an example?
6. What were the strengths of the project?
7. What were the challenges of the project?
8. How could challenges be addressed?
9. What is your hope for the future in terms of engagement between people with lived and living experiences of poverty and homelessness and City staff?
10. Is there anything else you'd like to share?

#### Interview Questions - SMA Project Team Members

1. Can you describe how you were involved in the *Ethics of Engagement* project?
2. How has participating in this project impacted your understanding of the lived and living realities of poverty and homelessness?
3. How has participating in this project impacted your understanding of how engagement can be facilitated between Cities and people with lived and living experience?
4. What do you think has changed, for CAN leaders, as a result of this project? Can you provide an example?
5. What do you think has changed, for the City or for City staff, as a result of this project? Can you provide an example?
6. What were the strengths of the project?
7. What were the challenges of the project?
8. How could challenges be addressed?
9. What is your hope for the future in terms of engagement between people with lived and living experiences of poverty and homelessness and City staff?
10. Is there anything else you'd like to share?

### **Focus Group Questions- City Staff and SMA Project Team Members**

1. Share one experience from the project that comes to mind for you.
2. What worked in the project?
3. What was challenging in the project?
4. Were there any structural constraints that impacted the project?
5. How could challenges and constraints be addressed or mitigated?
6. In what way(s) do you think this project has contributed to positive social change for people with lived and living experience in poverty and homelessness?
7. What else is important to highlight? What else would you like to share?

## 7. Appendix B: Survey & Results

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### Survey Instrument

The *Ethics of Engagement* project is an initiative whereby the City of New Westminster has been engaging with Community Action Network (CAN) leaders who have lived and living experience of poverty and homelessness in a variety of City committees, working groups, projects, events, and networks. The project team is now conducting research to determine the experiences and impacts of this engagement.

You are receiving this survey because you may have engaged or interacted with a CAN leader.

The survey will take approximately 10-15 minutes to complete. Your participation is strictly voluntary and you are free to exit the survey at any time. Your responses will be kept confidential. Only the research consultant will have access to the data and no identifying information will be shared.

\* 1. How often did you interact with one or more CAN leaders? (Select One)

- ☐ Frequently
- ☐ Occasionally
- ☐ Rarely
- ☐ Never

\* 2. Are you an employee of the City of New Westminster?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

\* 3. Select the response that best describes how much you agree or disagree with the following statements.

Interacting with CAN leaders...

|  | Strongly agree        | Agree                 | Disagree              | Strongly disagree     | Not sure              | N/A                   |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Increased my understanding of the lived realities of poverty and homelessness.                         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Impacted my approach to engaging people with lived and living experience of poverty and homelessness.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Motivated me to advocate more for people with lived and living experience of poverty and homelessness. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

\* 4. Select the response that best describes how much you agree or disagree with the following statements.

Engaging with CAN leaders...

|  | Strongly agree        | Agree                 | Disagree              | Strongly disagree     | Not sure              | N/A                   |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Impacted services or programs at the City.   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Impacted policies or frameworks at the City. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

\* 5. Select the response that best describes how much you agree or disagree with the following statements.

|   | Strongly agree        | Agree                 | Disagree              | Strongly disagree     | Not sure              | N/A                   |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| CAN leaders' contributions were valuable.                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| CAN leaders' contributions impacted decisions made by City actors.          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Continued inclusion of marginalized groups in the City's work is important. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

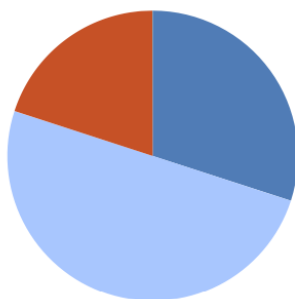
6. How have you or your work been impacted by your interactions with CAN leaders?

7. Is there anything else you'd like to share?

## Survey Results

### Q1 How often did you interact with one or more CAN leaders? (Select One)

Answered: 10 Skipped: 0

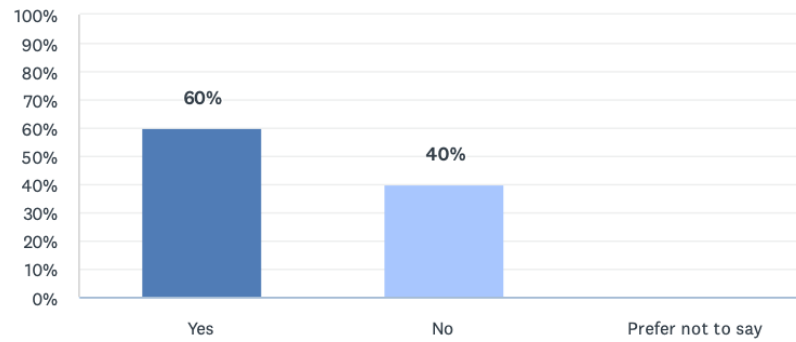


■ Frequently ■ Occasionallly ■ Rarely ■ Never

| ANSWER CHOICES | RESPONSES |    |
|----------------|-----------|----|
| Frequently     | 30%       | 3  |
| Occasionallly  | 50%       | 5  |
| Rarely         | 20%       | 2  |
| Never          | 0%        | 0  |
| TOTAL          |           | 10 |

## Q2 Are you an employee of the City of New Westminster?

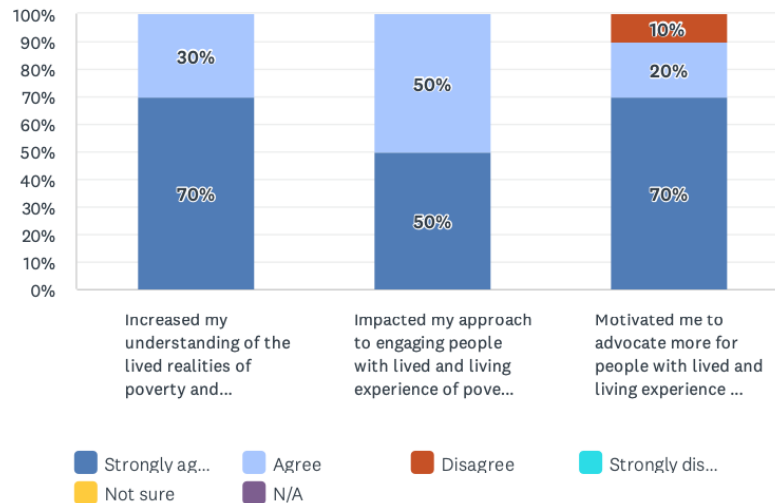
Answered: 10 Skipped: 0



| ANSWER CHOICES    |  | RESPONSES |    |
|-------------------|--|-----------|----|
| Yes               |  | 60%       | 6  |
| No                |  | 40%       | 4  |
| Prefer not to say |  | 0%        | 0  |
| TOTAL             |  |           | 10 |

**Q3 Select the response that best describes how much you agree or disagree with the following statements. Interacting with CAN leaders...**

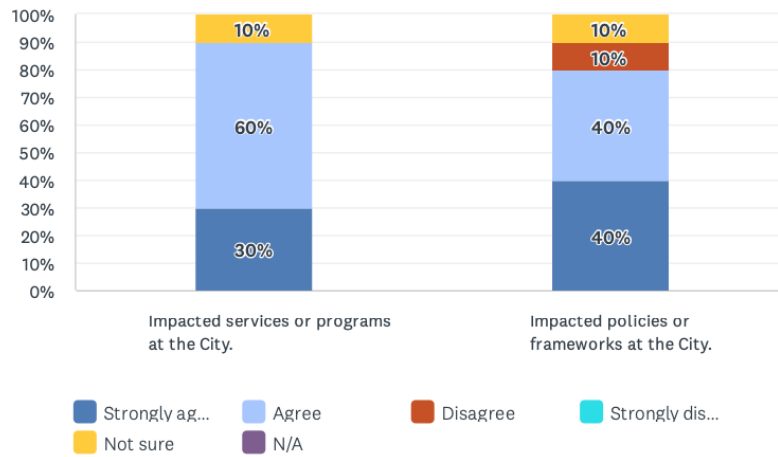
Answered: 10 Skipped: 0



|  | STRONGLY AGREE | AGREE    | DISAGREE | STRONGLY DISAGREE | NOT SURE | N/A     | TOTAL | WEIGHTED AVERAGE |
|--|----------------|----------|----------|-------------------|----------|---------|-------|------------------|
| Increased my understanding of the lived realities of poverty and homelessness.                         | 70%<br>7       | 30%<br>3 | 0%<br>0  | 0%<br>0           | 0%<br>0  | 0%<br>0 | 10    | 3.70             |
| Impacted my approach to engaging people with lived and living experience of poverty and homelessness.  | 50%<br>5       | 50%<br>5 | 0%<br>0  | 0%<br>0           | 0%<br>0  | 0%<br>0 | 10    | 3.50             |
| Motivated me to advocate more for people with lived and living experience of poverty and homelessness. | 70%<br>7       | 20%<br>2 | 10%<br>1 | 0%<br>0           | 0%<br>0  | 0%<br>0 | 10    | 3.60             |

## Q4 Select the response that best describes how much you agree or disagree with the following statements.Engaging with CAN leaders...

Answered: 10 Skipped: 0



|  | STRONGLY AGREE | AGREE    | DISAGREE | STRONGLY DISAGREE | NOT SURE | N/A     | TOTAL | WEIGHTED AVERAGE |
|--|----------------|----------|----------|-------------------|----------|---------|-------|------------------|
| Impacted services or programs at the City.   | 30%<br>3       | 60%<br>6 | 0%<br>0  | 0%<br>0           | 10%<br>1 | 0%<br>0 | 10    | 3.00             |
| Impacted policies or frameworks at the City. | 40%<br>4       | 40%<br>4 | 10%<br>1 | 0%<br>0           | 10%<br>1 | 0%<br>0 | 10    | 3.00             |