1. CO-INITIATING

5. CO-EMBODYING

2. CO-SENSING

4. CO-CREATING

3. CO-PRESENCING

PUBLIC ENGAGEMENT SOLUTIONS LAB

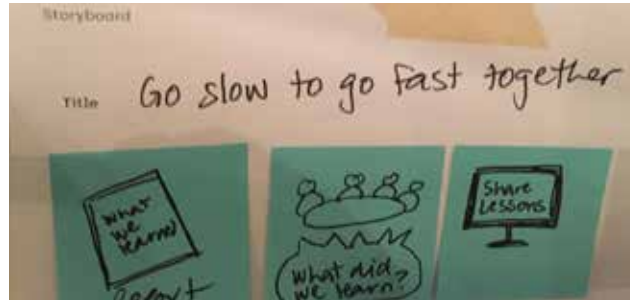## CO-PRESENCING + CO-CREATING WORKSHOP

November 7 - 9, 2017 @ Stretch Yoga

CITY OF VANCOUVER

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PUBLIC ENGAGEMENT SOLUTIONS LAB
AGENDA + PURPOSE

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4. Fractal Maps
5. Reflection and Close

Day 1 Agenda

1. Welcome + Opening
2. Choice-making + Group Formation
3. Stakeholder Empathy Building
4. Framing the Design Challenge
5. Design Thinking Processes + Methods
6. Ideation + Harvest + Bright Stars
7. Concept Development + Prototyping
8. Practice Pitch
9. Close

Day 3 Agenda

1. Prototype + Pitch Refinement
2. Pitch Sessions With Guests
3. Closing + Next Steps

Purpose

- Make meaning of insights from our previous sessions, and use this in reframing our creative question(s) about public engagement the City of Vancouver

- Crystalize our individual and shared vision and intentions that will guide the development of the prototype solutions we will be testing and experimenting with

- Creatively ideate potential solutions to our convening challenge, build prototype concepts, and develop a plan to test and adapt these moving forward.

Lab team

Attended: Olive Dempsey, Amanda Gibbs, Jason Hsieh, Cheryn Wong, Peter Marriott, Amanda Mitchell, Meg Herod, Lihwen Hsu, Andrew Pask, Tobin Postma, Spencer Lindsay, with special guests Janet Webber, Mark Gifford and Wendy Mendes

Regrets: Lyndsay Poaps, Kaye Krishna, Rena Kendall-Craden, Neal Lamontagne, Baldwin Wong, Metha Brown, Kevin Huang, Angela Ho, Rachel Magnussen, Catherine Neill, Dale Bracewell, Emory Davidge

Design + Facilitation: Stacy Barter (SHIFT Collaborative), Sarah Hay (Slow + Steady Design) + Lindsay Cole

PUBLIC ENGAGEMENT + SOLUTIONS LAB

Convening Question

How might we be more consistent, collaborative, and values-aligned in our public engagement work at the City?

Why is this important now?

The expectations of citizens to be meaningfully engaged in the work of the City continues to change and grow, as do concerns about who does and doesn't have a voice in this system. The pressure of these expectations and concerns, and the opportunity that this presents, are felt and understood differently in each department and project team at the City. Engagement means different things to different people, and the capacities to deliver meaningful and high quality public engagement vary widely. The work of the Engaged City Task Force provided insight into actions to better engage the public, however it didn't look at the internal cultural norms, practices, and challenges with delivering public engagement in an aligned way across the organisation.

The lab will be an opportunity to more deeply understand these issues and opportunities from different points of view, and to prototype some solutions that we hope will provide breakthrough insights and solutions.


What's the Solutions Lab?

The Solutions Lab is seeking **breakthrough, transformative solutions** to some of the city's most complex problems. It's a place where City staff, community members and stakeholders **collaborate to deeply understand complex challenges** from the points of view of the people most affected by them, and where we **rapidly prototype and test innovative responses** to see what we can learn through co-creation and some risk taking. It's an exciting place where we dialogue and listen deeply, try new processes and collaboration tools, and learn and have fun together.

WELCOME + OPENING CIRCLE

The group reconnected, and reminded ourselves of how we will co-create a gracious space together, where we are in the Theory U process, and of the work that we've done together so far. To begin this workshop, we asked everyone to share responses to: What do you have to "give" over the next few days together? What are you hoping to "get"?
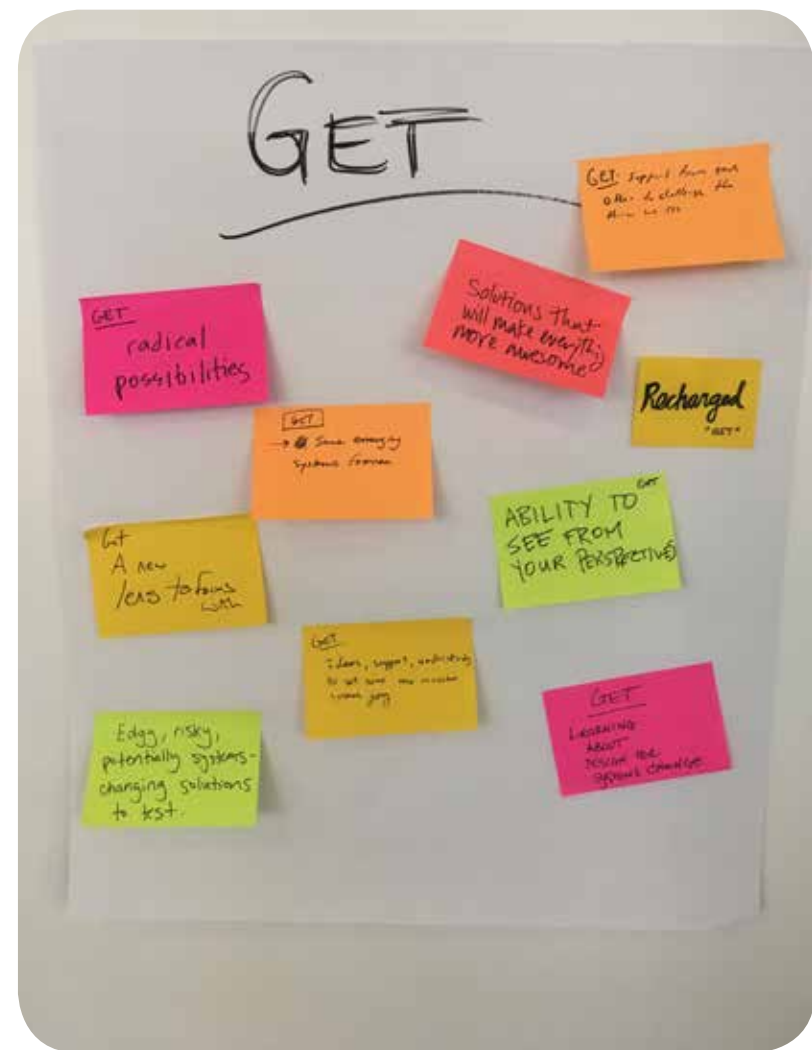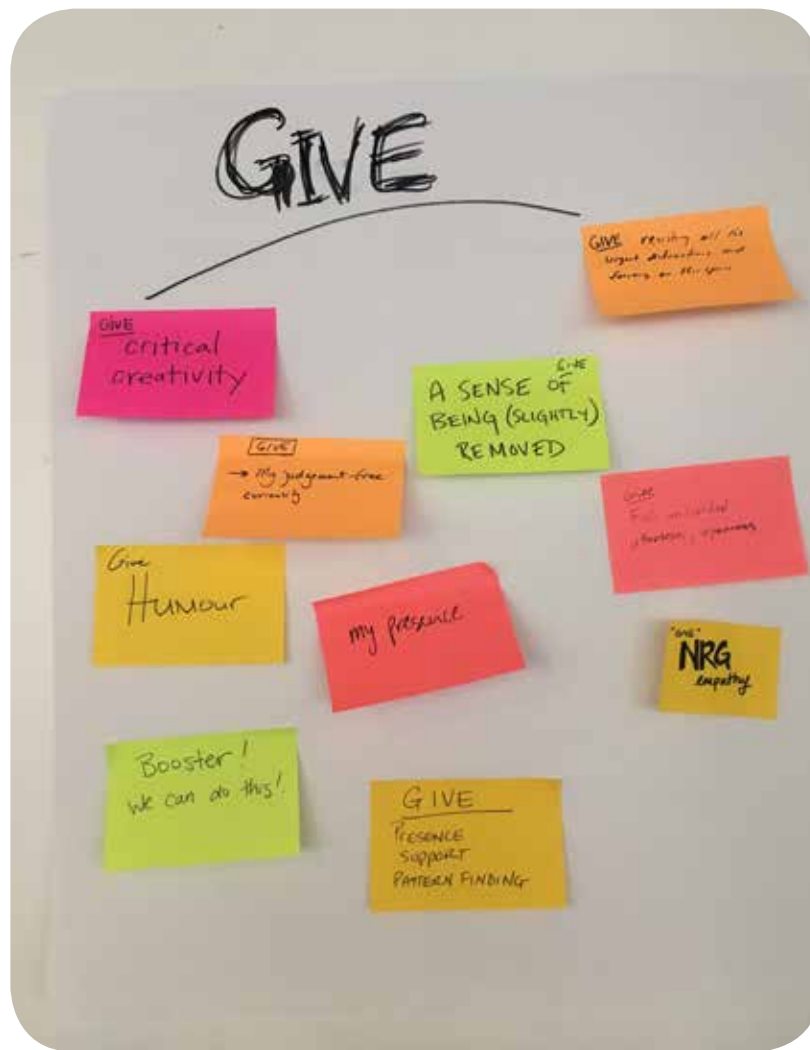
RE-SENSING

Around the room were artifacts from our work together so far - the journey + iceberg map, photos from our learning journeys and sessions together, and insights captured along the way. Lab team members spent some time reviewing the materials, reflecting on their own, and capturing:

- Overall - what stands out for you?

- Patterns - what are the most important repeating elements that reinforce themselves?

- Distill - at the core, what is the crux of the current reality, and what are you wanting to shift?
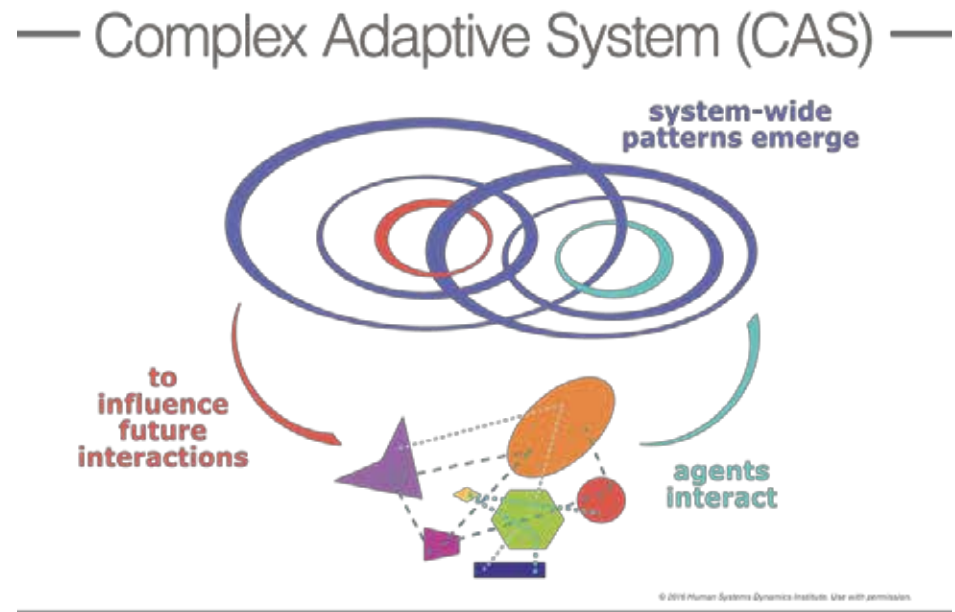
UNCOVERING PATTERNS + DEEP DYNAMICS

Team members formed two groups to share and discuss their individual reflections on these questions. The groups then dove deeper by exploring these questions:

- What if it's not about addressing the problem, but about addressing the interconnected system that produces the problem?
- How can we move beyond developing strategies that address symptoms and address the underlying patterns that keep the system acting the way it does?

The discussion here was rich, and over the following pages there is a summary of the crux, patterns, and problem narrative from each group as well as some shared reflections and insights from this dialogue. These patterns and deep dynamics formed an anchor, or root, for the rest of our workshop time together to make sure that our possible responses and solutions stayed connected to these deeper dynamics.

We then explored the concept of complex adaptive systems by watching a video about how wolves change rivers, and discussing what can be learned and applied to the context of public engagement in the city. Complex adaptive systems can be described as a group of semi-autonomous agents who interact in interdependent ways to produce system-wide patterns, such that those patterns then influence behavior of the agents, or culture. We talked about the opportunity or "agency" for agents, including all of the lab team members, in the system to change our behaviour in order to shift patterns in the system.

Group 1 - Crux: unequal power; people in power have a lack of awareness about their power; more equal for who?

Patterns:

- Design of system and processes continues these power divides

- Really hard to change system and processes that have built on each other over time, even though many are unhappy with it

- Hide behind guise of time pressures and deadlines - time is a function of power

- Accept distrust as a normal part of civic and political system

- Trust comes from a deep sense of respect and care

- Not much that we, as a city, come together to care about

- Organise processes to get permission for projects, not to build relationships

Problem narrative:

The city and role of government has become more complex over time. There is less trust in government so there is more appetite to get more involved in more participatory processes. The social institutions we rely on are in decline and we increasingly find ourselves in echo-chambers. There is an underlying angst around affordability, environmental change, global forces, social inequality, and belonging. The way we are engaging currently are perpetuating this distrust – as we are working fast, transactional. We're set up to privilege those with the most power and privilege. If you have education, knowledge, wealth, you can change the system. Who has access? Our systems were created by those with privilege. In many ways when city departments are looking for support, we're functioning as the gatekeepers.

Group 2 - Crux: capitalism and the material, social inequities created; myth of white supremacy, patriarchy, individualism, saviour.

Patterns:

- City's role in reproducing, reinforcing, and reifying these inequities
- Systems of oppression
- Myth of leader who will step in and save everything
- Myth of pulling up our bootstraps, getting more skills, more process, etc. and that will solve challenges
- Narratives we tell ourselves about what our role is and isn't, rather than what we need to be and see?
- How might power dynamics shift if we move beyond individual actions and toward collective systems?
- How do we value time in a different way?

Problem narrative:

We cannot truly care if we continue trying to build trust in a system with the uneven flow of power dynamics that is resistant to change. With constrained time and lack of awareness, it cultivates fear for us to be vulnerable to step out of comfort as we are accountable. The shift of the flow of power needs to meander throughout the citizens so they can drink the kool-aid.

# UNCOVERING PATTERNS + DEEP DYNAMICS - REPORT OUT

Some of the insights from the conversation are included here:

- How can we be the wolves in the system? How can we create conditions to move these systems? How do we create niches for other species? What has to die? How can our interventions spark ripples in the system - behaviour change, physical environment change, relationship changes.

- We are acting as border collies presently...

- Build on idea of niches - role of being present at community functions is huge in building trust - how can we understand these niches?

- Important to look at the relationship between effort and impact in systems change theory, where are the points of leverage where we can have high impact with low effort?

- Hubristic that we think we know what the full results of our actions might be. Being open minded to where something can take you.

- Opportunities are different than they used to be, what is our role to reinvigorate systems - thinking of ecosystem and parallel with social systems. System looks different now than it once did.

- If our actions create more tasty treats for our apex predators then we'll be successful. If we're prototyping as wolves - speed of process improves, standing in community is improved, etc.

- Physical environment indirectly changed by the interventions of the wolves whereas we tend to focus on changing our analogous "physical environment" directly, that's all we do. We would have started with trying to fix the river banks, what if we started from a different, more holistic place and way?

- Path toward some solutions might be to view ourselves as a partner, member of ecosystem, that is influenced by/influences others. If we (city) invite them in together we'll make this awesome change. Lesson from right relationship with Musqueam, Squamish, Tsleil-Waututh - need to be seen as equal co-governance partners, rather than stakeholder. What if we began to see other "stakeholders" in this way as well?

- Interaction of the agents has the potential to change the actions of the system - so where do we (on the lab team) have agency?

FRACTAL MAPS, THEMING + CHOICE MAKING

In order to capture the deep dynamics and patterns in a tangible example of a public engagement experience, project, or process, each team member was asked to create one or more 'fractal maps' (see appendix 1). These maps captured concise public engagement experiences for a small set of actors that could be used as source material to help us articulate and develop potential interventions, and then ideate on these. These maps were then shared back, and lab team members heat mapped the elements of each of the maps based on these questions: What is most important to work on? What are we being called to shift? We finished here for the day, and mulled on these questions overnight.

We began the morning of our second day with some energising yoga, and then lab team members formed two small groups based on thematic clusters of the fractal maps. They reflected on what matters most to them to work on, what shared values are emerging for the group, what is the call to action to shift this system and then made their decisions about what they wanted to work on for the day. *See Appendix 1 for the collection of Fractal Maps.*
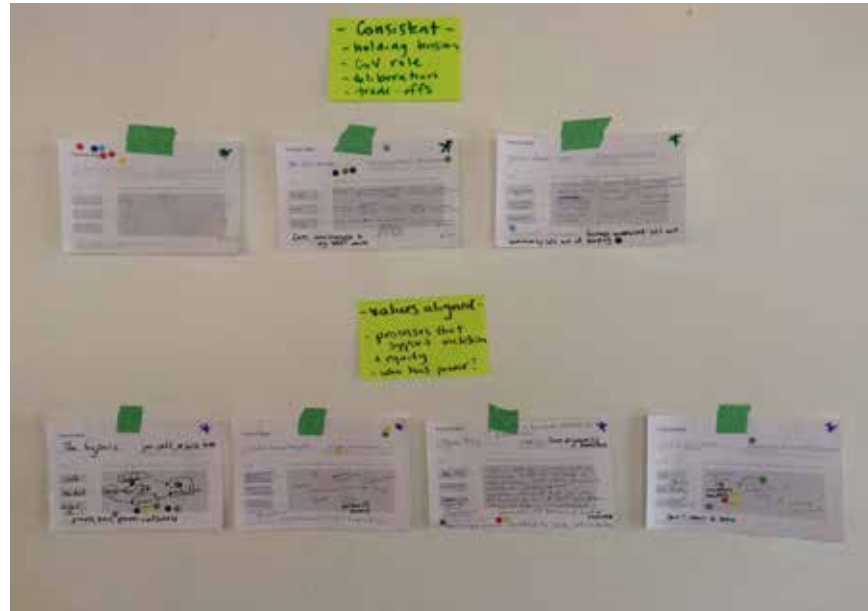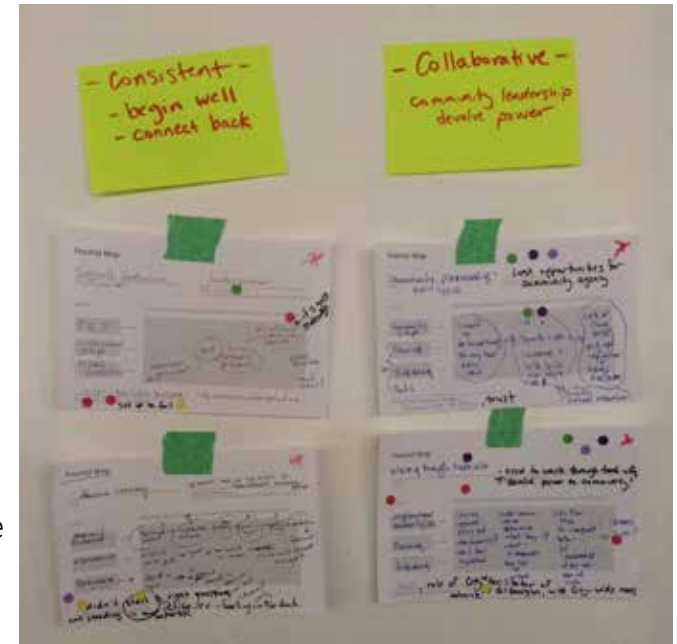
STAKEHOLDER EMPATHY BUILDING

Teams worked together to do some shared sense-making about the fractal maps included in their theme. They chose three actors from their maps to understand more fully who we're designing for in these prototypes. Who are the actors? What is their experience of the system? What is known and unknown about them? What can we learn by empathising with their realities and experiences?

The teams considered the experiences of community members, senior planners, Council, consultants leading public processes, and others in this empathy building experience.

DESIGN THINKING PROCESSES + METHODS

Using these user profiles and experiences, team members moved into more clearly developing and refining their design challenges. By using "how might we" framing and a series of prompts, teams worked laterally to think about their problem space from different angles. People worked individually to draw out potential responses to a "how might we" question that was compelling for them and shared their results of their work with one another.

We then discussed design thinking processes, methods, and mindsets to get us moving into the creative, ideation oriented part of our lab work together.
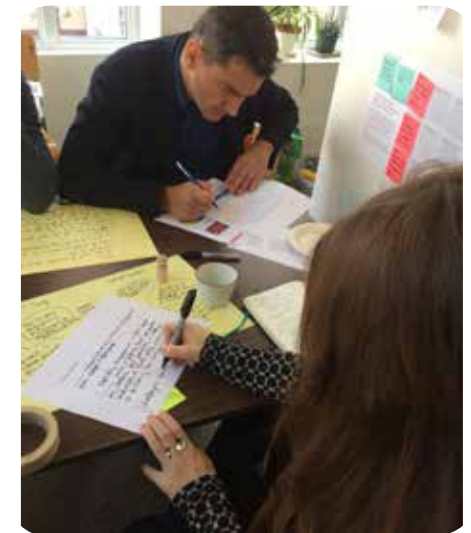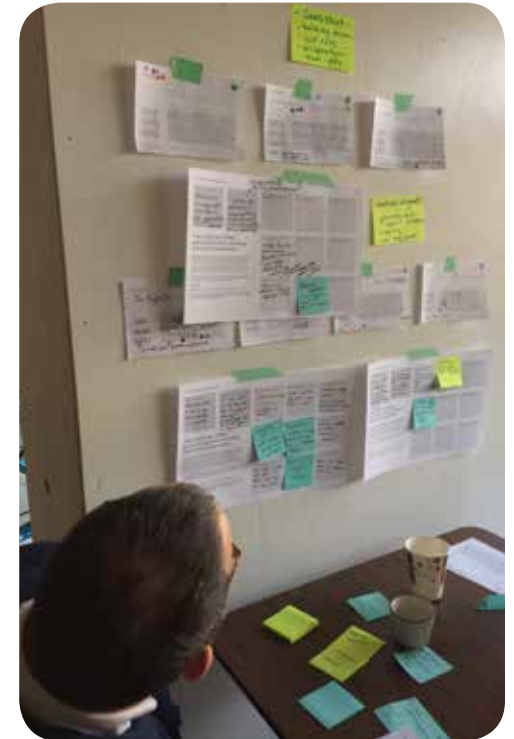
DESIGN THINKING PROCESSES + METHODS

(See appendix 3 for additional presentation materials.)

"Design Thinking relies on the natural and coachable human ability to be intuitive, to recognize patterns, and to construct ideas that are emotionally meaningful as well as functional."

David Kelly, Creative Confidence

possible outcomes from design process

objects
services
interactions
experiences
organizations
processes
physical spaces
policy

design thinking principles

Design Thinking for Educators Toolkit

Human Centred
Deep empathy
Human needs
Motivations

Collaborative
Group work
Perspectives
Creative bolstering

Optimistic
Future thinking
Belief in change
Possibilities

Experimental
Permission to fail
Prototype/Iterate
Never finished

Systemic
Complexity
Relationships
Zoom in / out

IDEATION + HARVEST + BRIGHT STARS

We moved into brainstorming potential solutions to the "how might we" questions of most interest while remaining connected to our fractal maps and users. This was an iterative process of individual work, sharing, building on each others' ideas, and eventually developing a set of vision posters to share back with the whole team. People shared back their most exciting and promising ideas, and mapped the "bright stars" on a 2x2 matrix that evaluated impact and input, and determined where on the iceberg map (events, behaviours, systems + structures, mindsets) the idea landed. We also considered where we wanted to intervene as "wolves" in this complex adaptive system.

With this collection of things to think about, the group heat mapped the ideas shared on the vision board and decided to move forward to develop four of these into prototype concepts: heartwork; evaluation; values-based engagement; and engagement framework.


Flow

1. Choose 1 HMW (as a group)
2. 5 mins individual brainstorm
3. 20 mins group sharing and building on ideas
4. begin to cluster ideas together
5. shift perspectives / what would grandma do?
6. begin to develop and draw top 3 ideas
7. steal like an artist (walk around room)
8. post it feedback (over lunch)

CONCEPT DEVELOPEMENT + PROTOTYPING

The lab team members then chose which of the four prioritised prototype ideas they each wanted to develop into more detailed concepts. The task was to refine the vision board and "how might we" question, develop a storyboard to describe how the idea works, deepen the potential impact of the concepts, create a concept poster, and build 3-D models if teams wanted to. Together these components were used to develop a first pitch for each prototype concept that was shared back with the rest of the team for feedback at the end of the day. Then we rested!
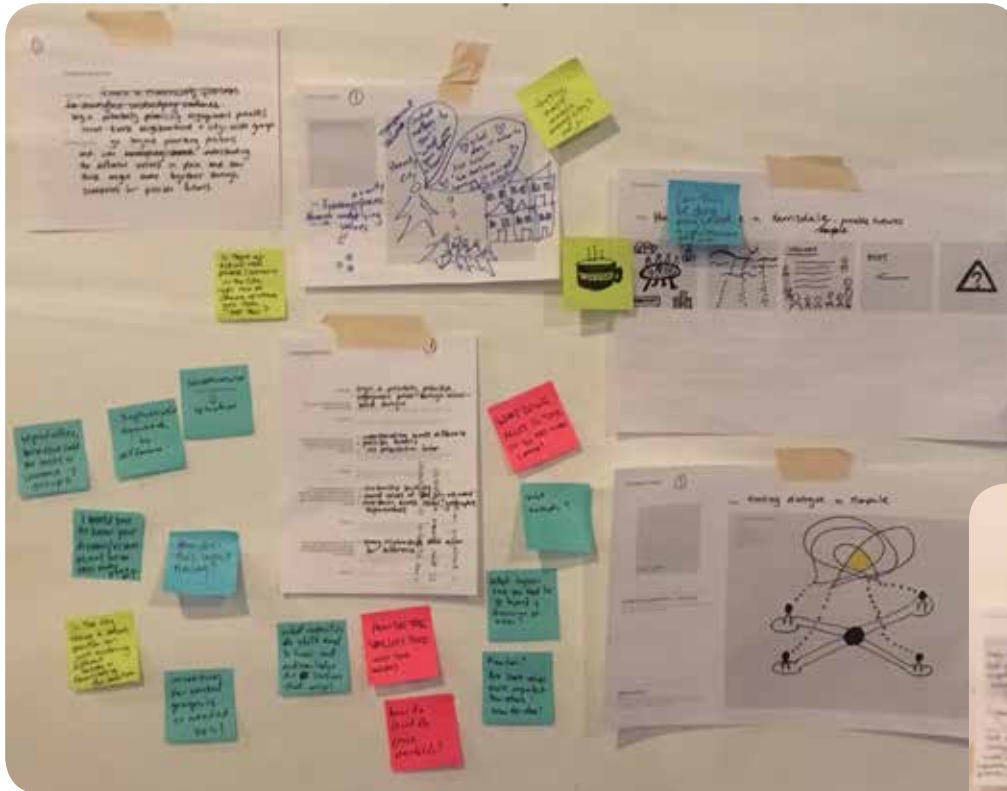
Measuring What Matters Prototype
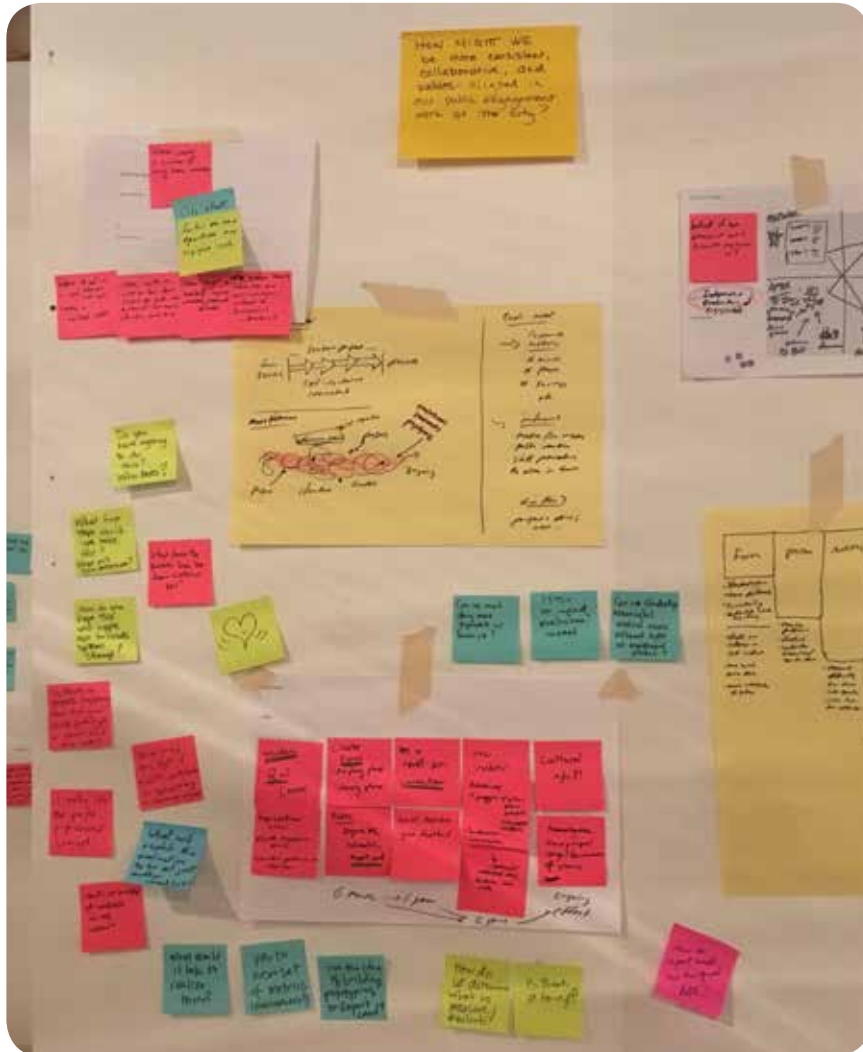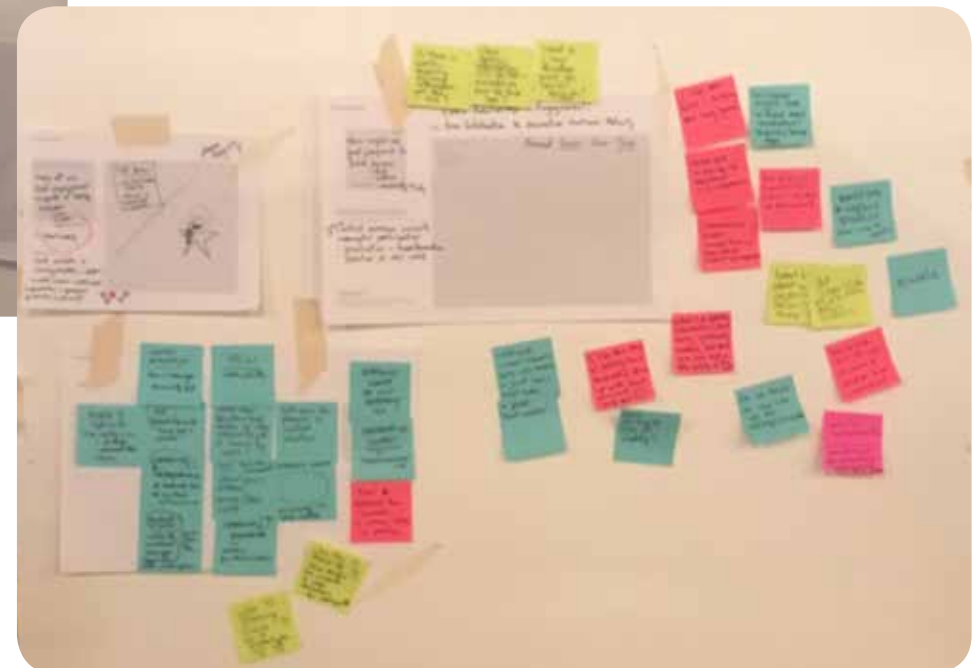

Engagement Framework Prototype
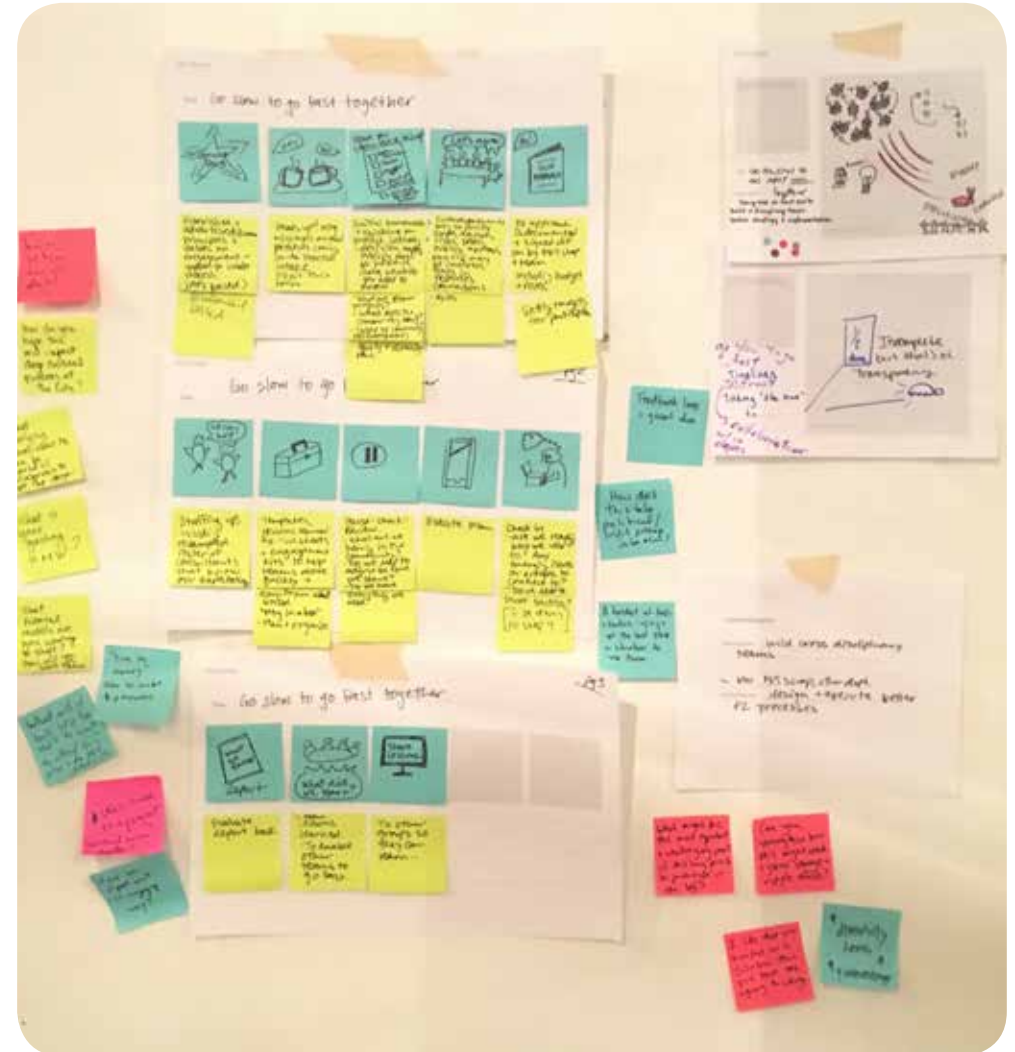
CONCEPT DEVELOPEMENT + PROTOTYPING

**Values Based Engagement Prototype**

Heartwork Prototype

PITCH SESSIONS

We reconvened on the third morning, and each small group got together to refine, iterate, and further develop their concepts based on the feedback received and in preparation for pitching their ideas to some guests coming in later on in the morning. Mark Gifford from Kiwassa Neighbourhood House, Janet Webber from SFU Public Square (and lab team member), and Wendy Mendes from Social Policy at the City of Vancouver joined us as guests to hear pitches and share feedback. The feedback on each pitch was rich and generative, and was captured for each team to consider after this session when we planned to move into deeper prototype concept development.
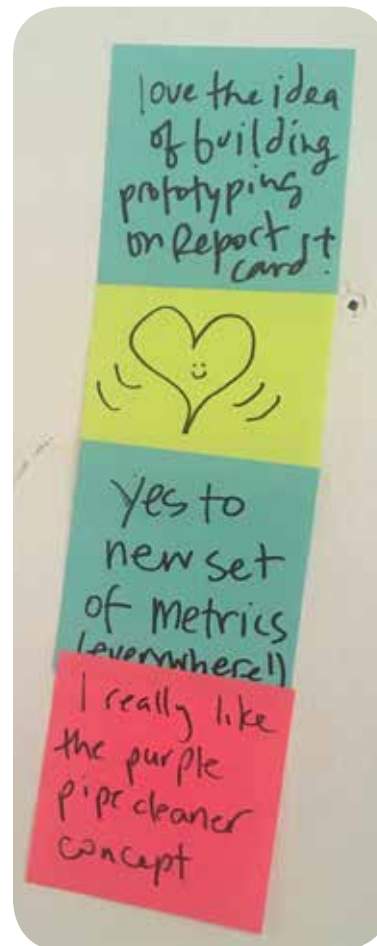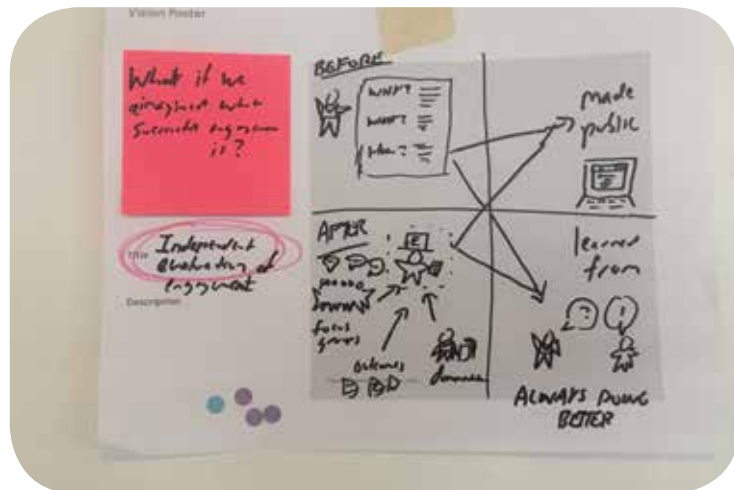
CLOSING

What a productive and creative few days of work! The team closed our pitch session and workshop by sharing thoughts about the experience and where we might go next. Here are some highlights from our closing discussion:

- How to engage senior decision-makers with our work so far?

- Do we have foresight on an upcoming issue that we can apply some of these. approaches now to test some of these ideas with?

- A lot of what we're talking about is redefining relationship between government and citizens. Interested in how we don't lose sight of that when we get into the details of actually doing things. If we're serious about changing the system, how we make sure it actually changes.

- Time - we'll admit to ourselves that we don't have time so we won't endeavour to work on certain projects. Stop complaining about time and instead make micro-goals to move towards. Reframe to not complain as much - to set little targets to move forward, even if we may not fully solve it.

- Looking back at questions from previous sessions, it's amazing that ideas presented have responded so closely to the questions with the most energy around them. Strong foundation that we've set - analogy of fractal seems to be holding true.

- Came to first day of lab looking at it as a problem about how to engage with community and residents more. Don't think that as much a focus - it's more about getting our own house in order. Key pain point is maybe an internal pain point to focus on fixing first before we look outwards.

- How can we keep purposefully pushing at the boundaries of what we say/mean about inclusive engagement, maybe by naming structural inequalities. Doing some of that - reconciliation, apology - as an organisation we're not very well equipped. Not honest about that and calling it what it is.

CLOSING (continued)

- How much could be sped along by having a reflective practice embedded in how we operate, and then share that in a way with our colleagues.

- How do we lean on each other to feel like we can take the risks where we're working to actually do things differently?

- How do we get a different kind of social license with the teams we're working with to try some different ways?

- City is trying to fix how it's doing engagement within a context of an increasingly fragmented society overall - need to put our work within that larger frame. City can become a lightning rod for bigger things. Work is really about role that City wants to play in rebuilding that social fabric. We can have the best engagement processes in the world, and it's still going to come up against this larger frame.

- People of the city are consulted on the priorities of the City, as opposed to City being consulted on the priorities of the people. Reframe needed here - why does the City do what it does, for who, what timelines, etc. and all the literacy work that needs to come to make that work. Need another system, rather than "fixing" the existing one. What are the seeds of this new system that we can be planting now?

- Grateful for this work, appreciate what everyone has brought.
  Go to bed every night feeling that we're failing the citizens, there is a real pressure.

- We know some of the resistance we're going to get - changing, rethinking values.
  Our structures are built on colonialism, not other ways of knowing. So much shared here.

NEXT STEPS + FEEDBACK

Next Steps:

- Group will get together for a series of workshops to further develop, test, and iterate two prototype concepts: evaluation and values-based engagement

Feedback:

Overall you had a mostly great experience in this series of workshops, with an average of 4.0 / 5 level of awesomeness. You are also feeling 4.0 / 5 about the overall lab process so far..

What worked well...

- Great facilitation and process, variety of learning and expression tools

- Design practices, particularly storyboarding, illustrations, and brainstorming.

- Building shared values and challenge root causes, see where I fit

- Physical and mental space to dig deeply

- Dialogue, comfortable to share and be vulnerable and honest

- Intense and productive

What we can change for next time...

- More clarity on where we are going in the session, some confusion about certain exercises

- More consistency of my own time commitment (had to step out)

- Too much review of what we've already done

- A little rushed on day 2; narrowing down the questions felt too fast

- More people from other departments

- Some tension in the space on specific issues (i.e. gentrification in Chinatown)

- Wanting to find some direct connections into the work that we do

We will listen and respond by...

- Continuing to design and facilitate great process

- Aiming for clearer descriptions about path and process as we move into prototyping

- Generate forward momentum and spend as little time as possible in review of what we've already done

- Try to enhance departmental diversity of teams

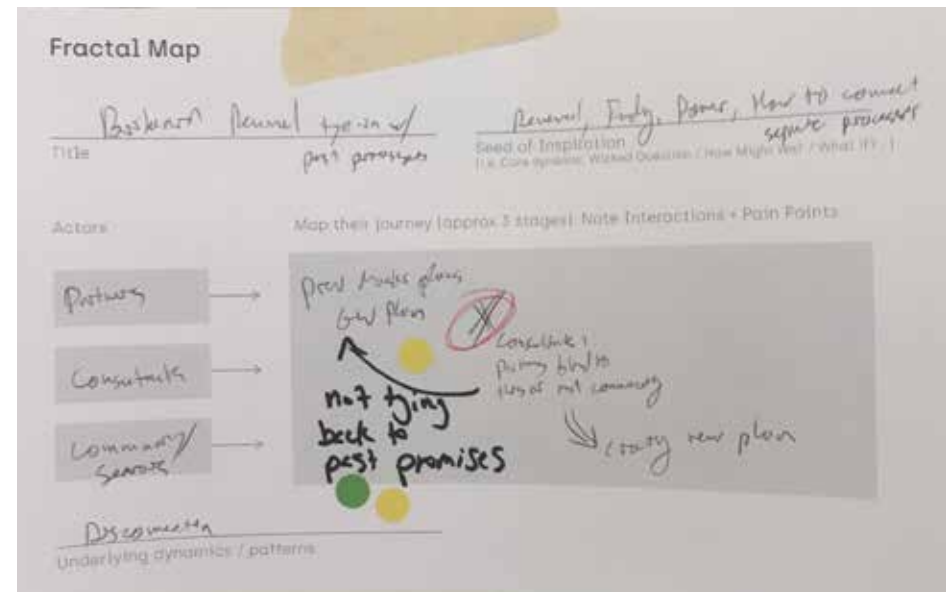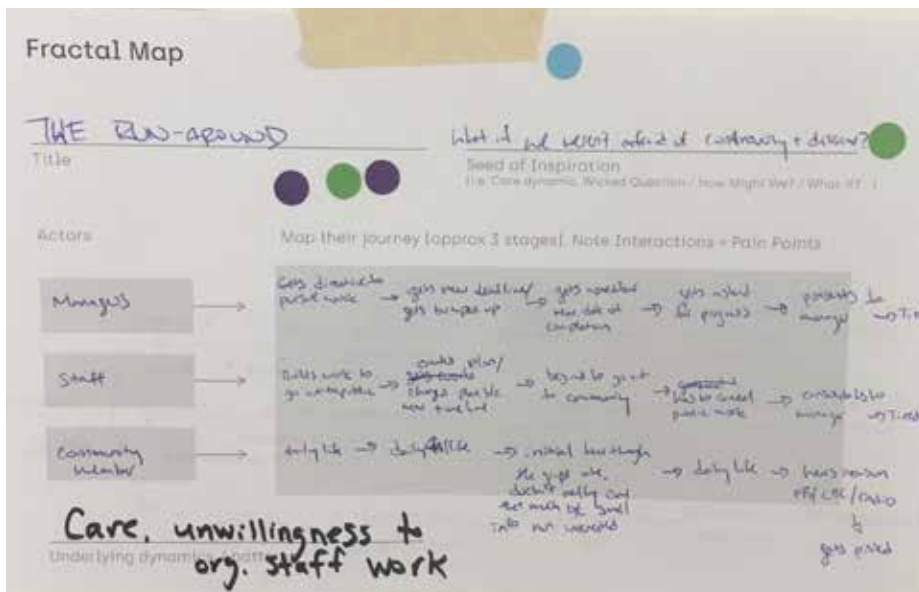- Begin to "design with" and facilitate collaborative leadership of whole team as we move into prototyping
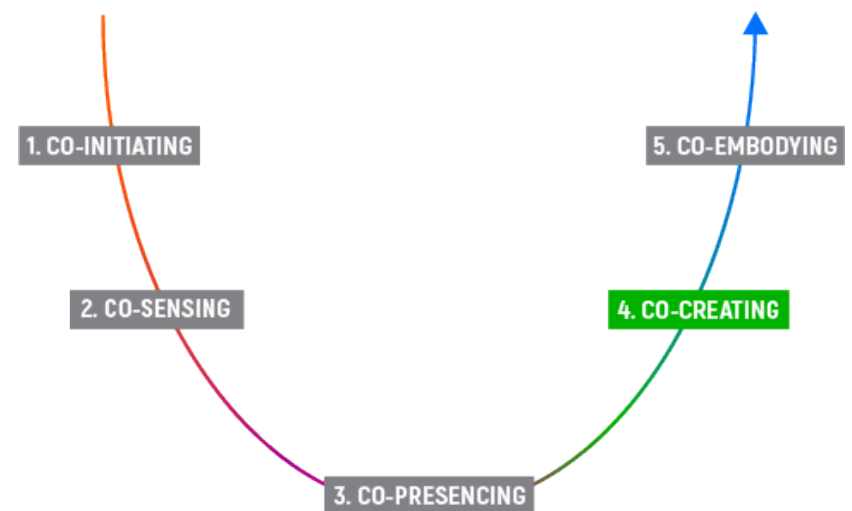
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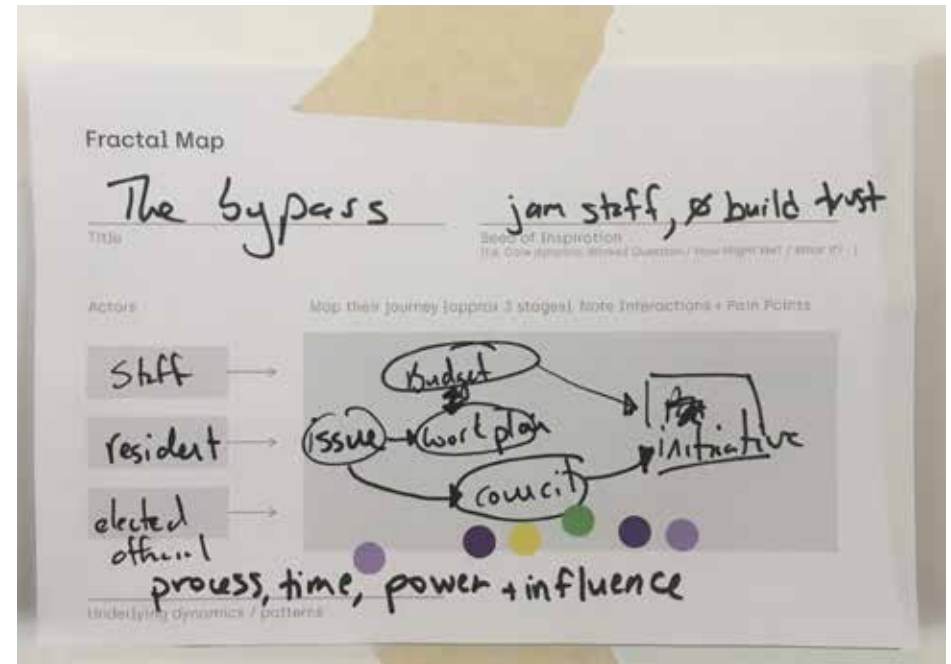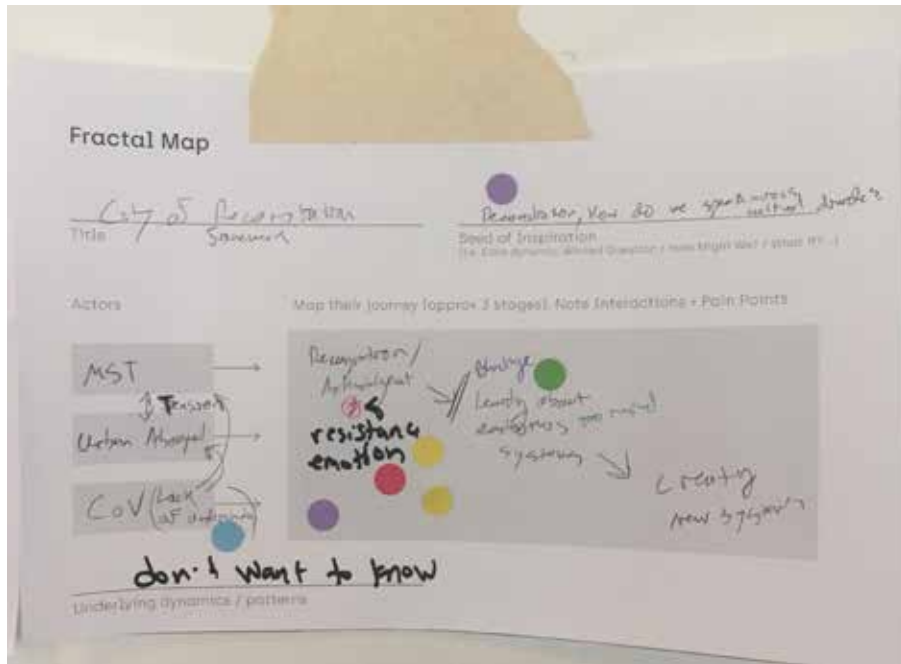4. CO-CREATING
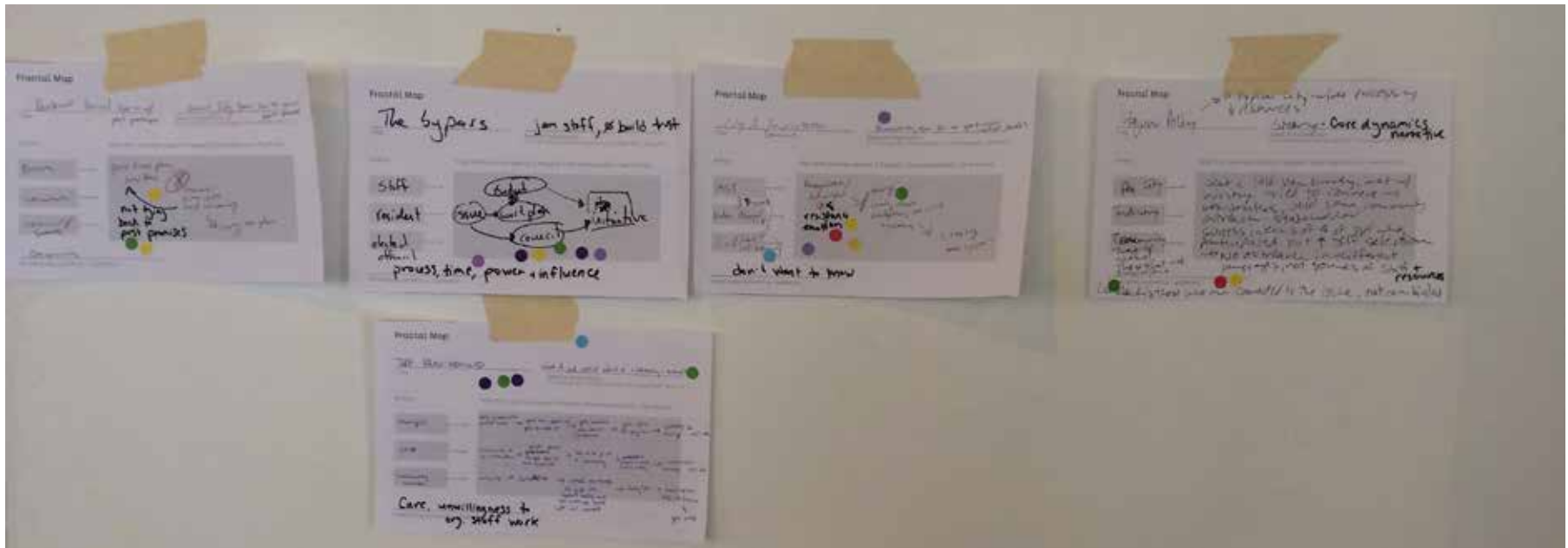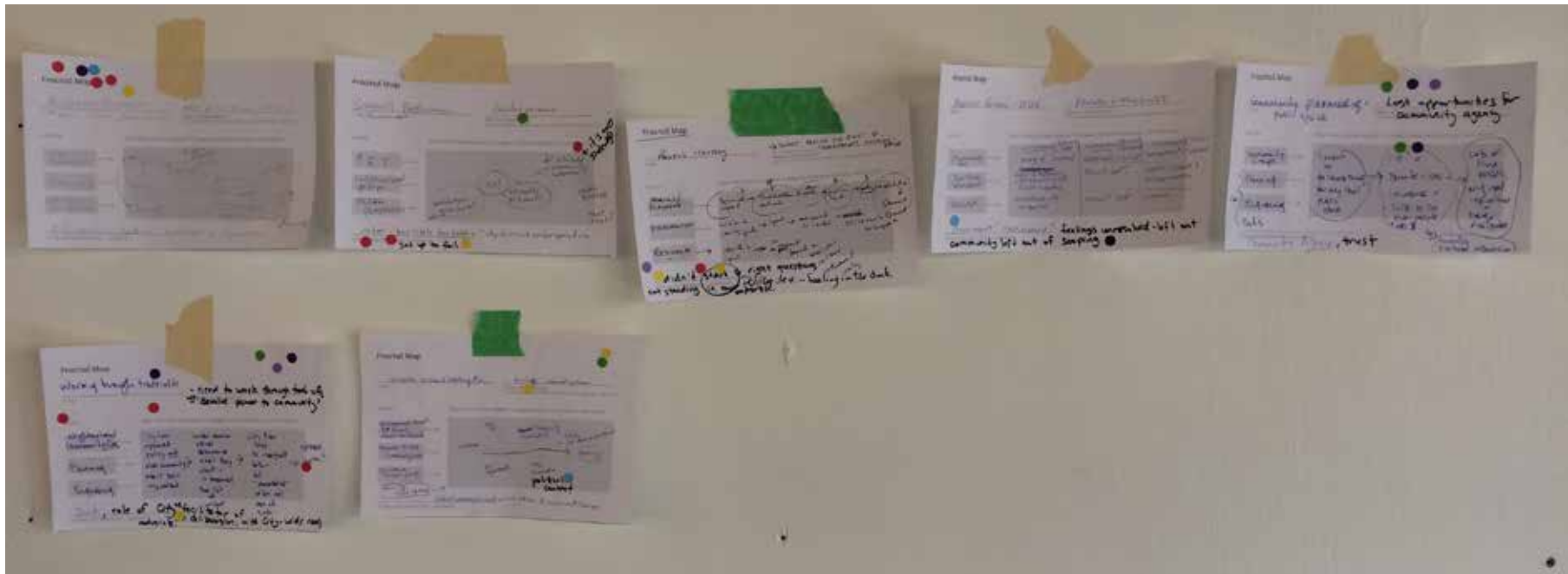5. CO-EMBODYING

APPENDIX 1: FRACTAL MAPS
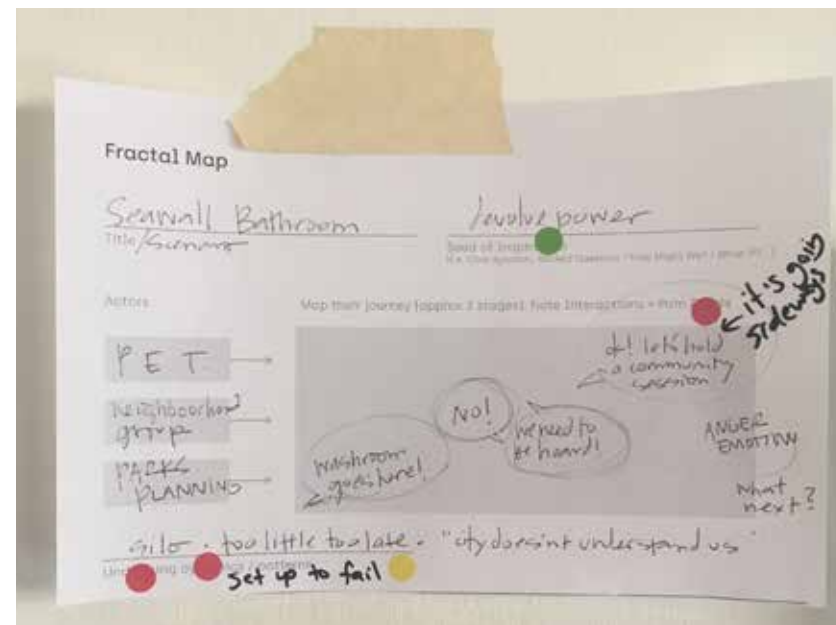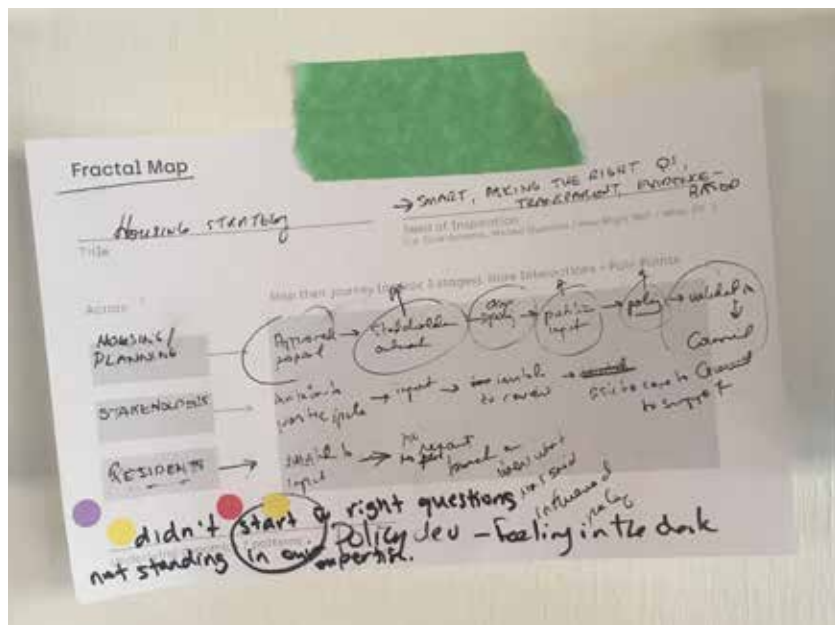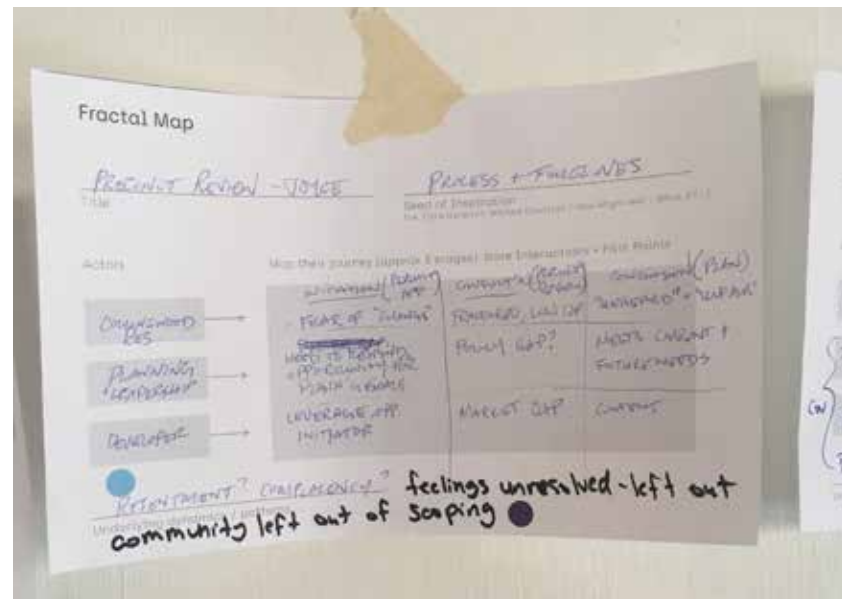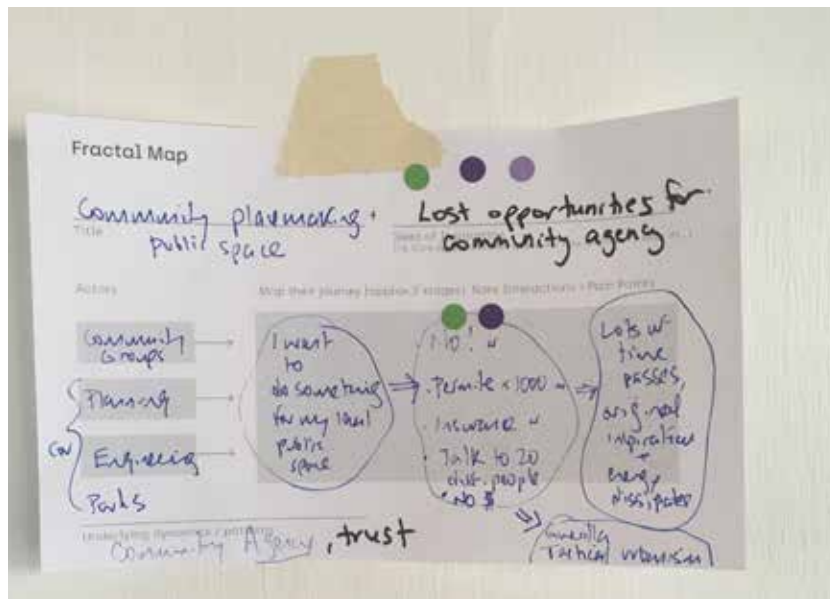
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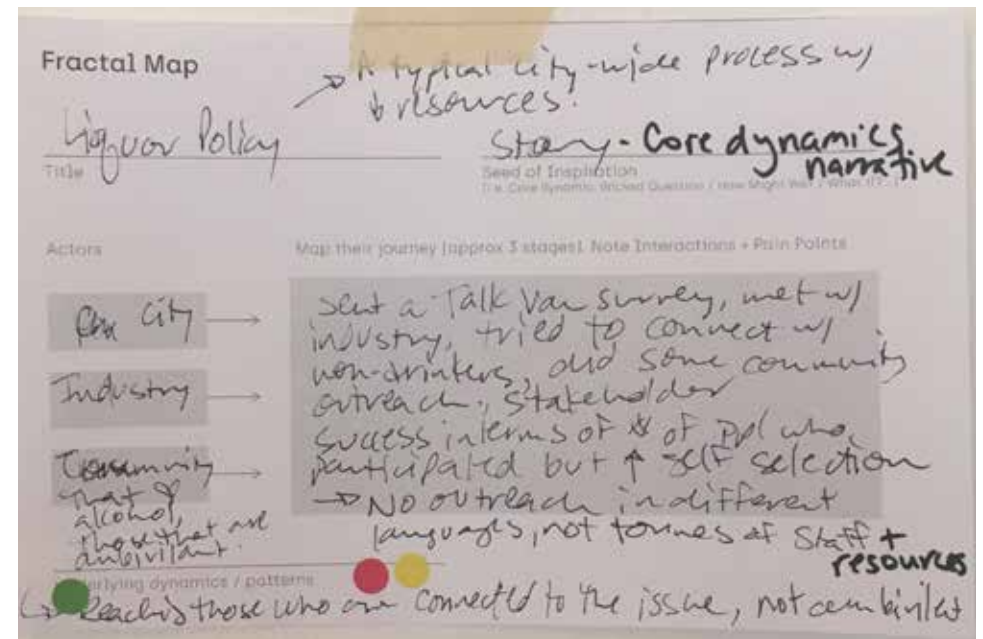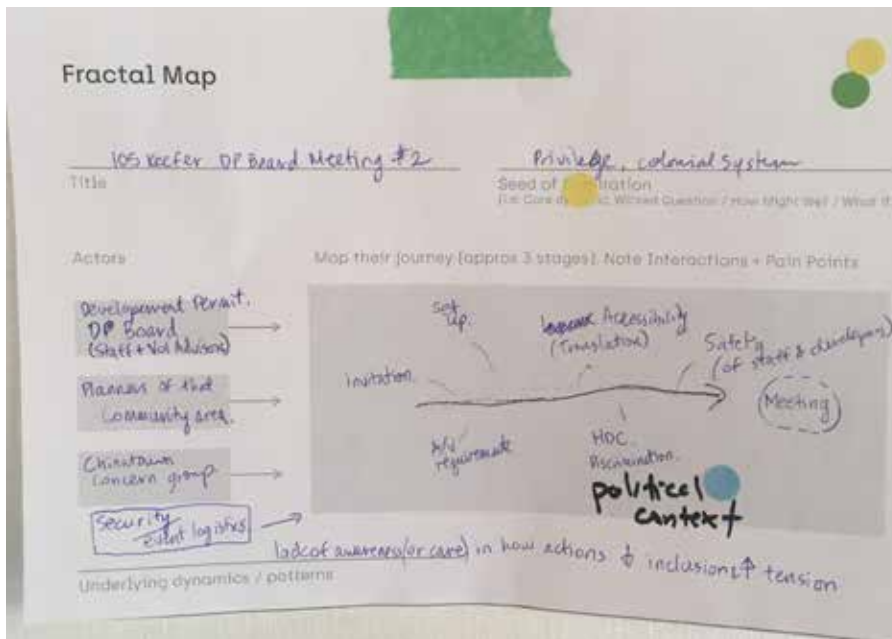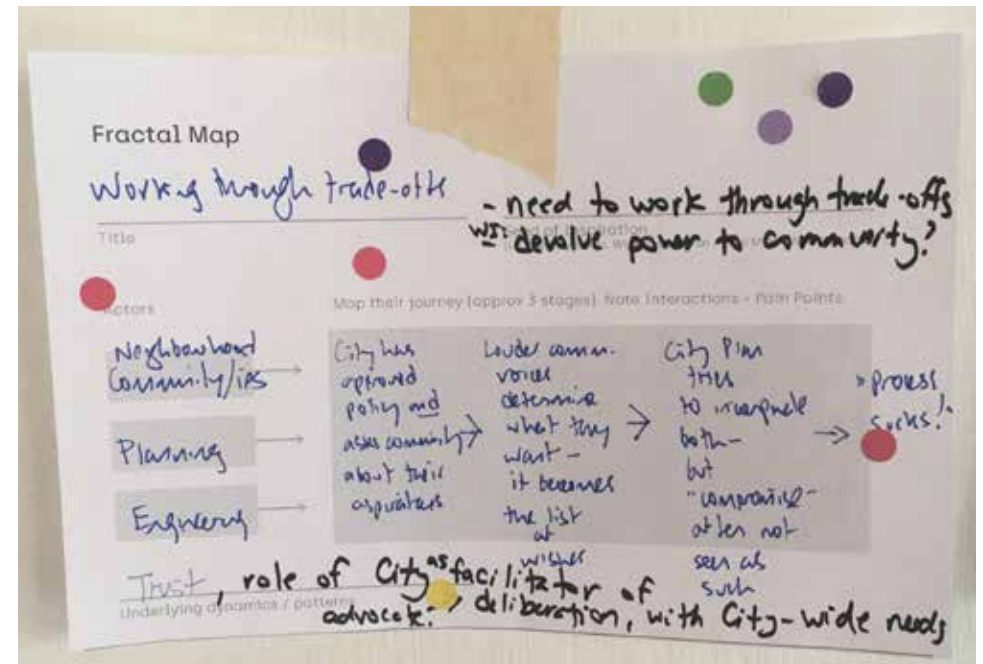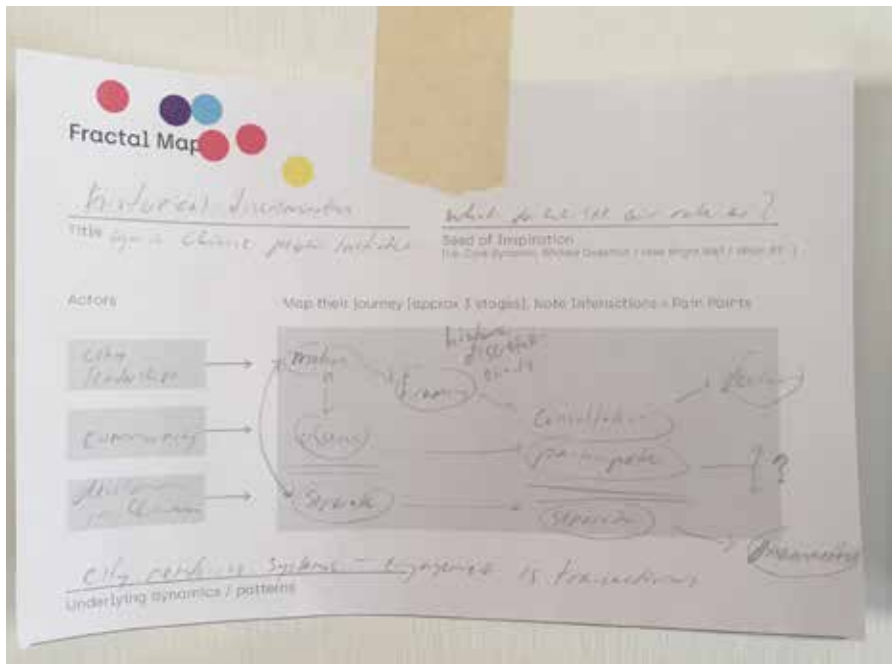
APPENDIX 1: FRACTAL MAPS

APPENDIX 1: FRACTAL MAPS

APPENDIX 2: CO-CREATION TEMPLATES

Fractal Maps

Fractal Map

Scenario

Seed of Inspiration
(i.e. Core dynamic, Wicked Question / How Might We? / What if? ..)

Actors

Map their journey (approx 3 stages). Note Interactions + Pain Points

APPENDIX 2: CO-CREATION TEMPLATES

How we might brainstorm

Creative Question Brainstorm

Problem Space / Fractal Map	Point of View of Actors

Create an analogy from need or context: HMW make the airport like a spa? Like a playground?

Amp up the good: HMW use the kids' energy to entertain fellow passenger?

Remove the bad: HMW separate the kids from fellow passengers?

"How might we" (HMW) questions are short questions that launch brainstorms.

HMWs are seeds for your ideation that fall out of your point-of-view statement, design principles, or insights. Create a seed that is broad enough that there are a wide range of solutions but narrow enough that the team is provoked to think of specific, unique ideas. For example, between the (possibly) too narrow "HMW create a cone to eat ice cream without dripping" and the too broad "HMW redesign dessert" might be the properly scoped "HMW redesign ice cream to be more portable." It should be noted, the the proper scope of the seed will vary with the project and how much progress you have made in your project work.

Begin with your Point of View (POV), insights, or problem statement. Create small actionable questions that retain your unique and specific perspective. Write these questions beginning with the phrase, "How might we..."

For Example,

Challenge: Redesign the ground experience at the local international airport

POV: Harried mother of three, rushing through the airport only to wait hours at the gate, needs to entertain her playful children because "annoying little brats" only irritate already frustrated fellow passengers.

Play against the challenge: HMW make the airport a place that kids want to go?

Explore the opposite: HMW make the wait the most exciting part of the trip?

Question an assumption: HMW entirely remove the wait time at the airport?

Change a status quo: HMW make playful, loud kids less annoying?

Go after adjectives: HMW we make the rush refreshing instead of harrying?

ID unexpected resources: HMW leverage free time of fellow passengers to share the load?

APPENDIX 2: CO-CREATION TEMPLATES

Creative Question

Creative Question

How might we _____

[I.e. redesign/reimagine/transform/action verb]

_____

_____

for _____

[I.e. who are the main actors]

so that they can _____

[I.e. goal / vision / intention. Include key insights here!]

_____

_____

APPENDIX 2: CO-CREATION TEMPLATES

Storyboard Template

Storyboard

Title

APPENDIX 2: CO-CREATION TEMPLATES

Concept Poster Template

Concept Poster

Guiding HMW

Title

Visually communicate the idea.

Actor(s)
Actor Needs
Leverage point
Proposed activities
Delivery method
Timeline

Underlying dynamics / patterns

What is the core issue and dynamic(s) we are wanting to shift & why does this matter?

Description

What activities/intervention/target actor(s) are we proposing and why did we choose these (why these particular actors/leverage points)?

APPENDIX 2: CO-CREATION TEMPLATES

Leverage Madlib

Leverage Madlib

If we do

_____
{activities: actions, events, interventions, products, services, investments}

Then we will affect these key areas on the map

_____
{outcomes: factors or causal loops that connect to one or more patterns}

because

_____
{reasons why you think those activities will lead to these outcomes}

If we create these outcomes, then we expect to have the following impact(s) on one or more key dynamics

_____
{dynamic impact: a bright spot strengthened, vicious dynamic weakened or broken, time delay shortened, new dynamic/feedback created}

because

_____
{reasons why you think those activities will lead to these dynamic impacts}

If we have these outcomes and dynamic impacts, then we expect to see these desired second and third order impacts on other places in the systems
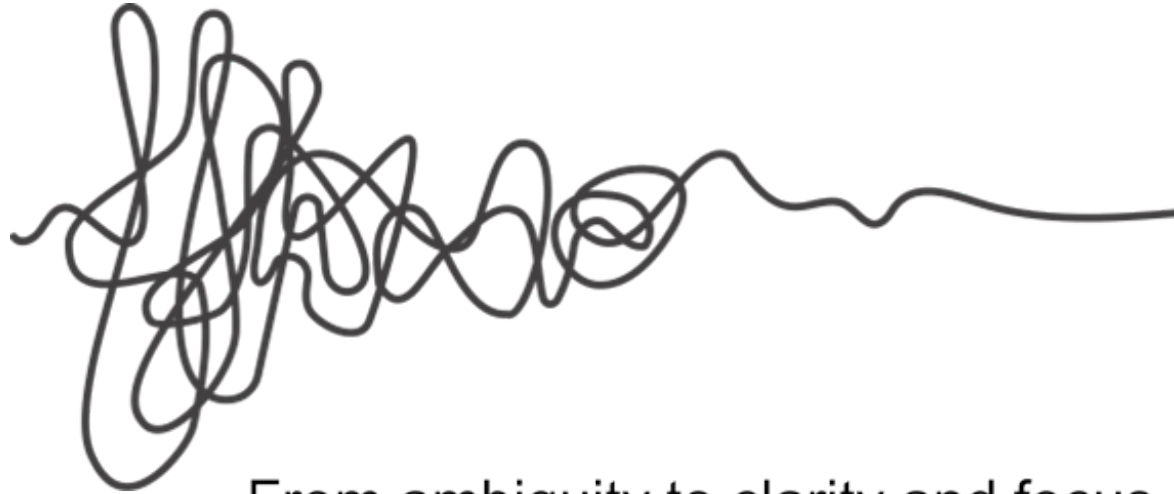
_____
{ripple effects}

because

_____
{reasons why you think those outcomes and dynamic impacts will lead to these ripple effects}

If we have these dynamic impacts and ripple effects, then we expect to see these fundamental changes in the system
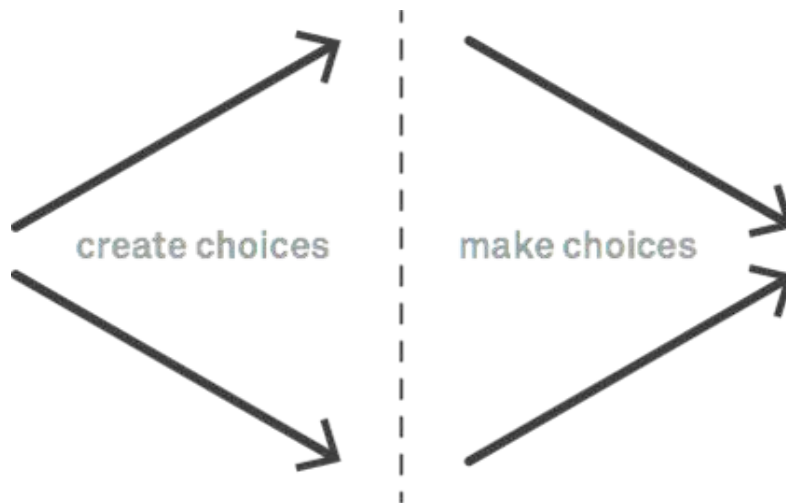
_____
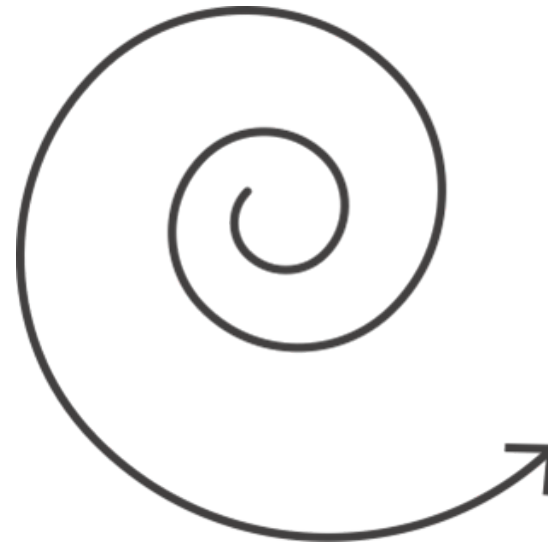{systems changes: significant outcomes that bring the system to our 'near star' desired impact}

because

_____

From ambiguity to clarity and focus

create choices | make choices

Divergent and Convergent

Design is iterative.

APPENDIX 3: DESIGN THINKING PROCESSES + METHODS

Discover
DIVERGENT

Define
CONVERGENT

Develop
DIVERGENT

Deliver
CONVERGENT

Evolve
EMERGENT

ask + observe
visual research
– mapping the system
– photo + video doc.
interviews / surveys
empathy map
immersion / shadowing
co-creation kits

interpret your findings
sort + condense
identify themes
define insights
frame opportunities
create 'design challenge'
"How Might We?"

generate possibilties!
design jam
rapid prototype
– envision scenarios
– role play
– story board
– user journeys
make visual / tangible

prototype (test + validate)
capture learnings
storytelling
social media
LAUNCH!
pilot / lab / studio / beta
measure & evaluate

APPENDIX 3: DESIGN THINKING PROCESSES + METHODS

Human Centered Design

THE DESIGN THINKING PROCESS

UNDERSTAND · OBSERVE · POV · IDEATE · PROTOTYPE · TEST · STORY TELLING · PILOT · BUSINESS MODEL

INSPIRATION · IDEATION · IMPLEMENTATION
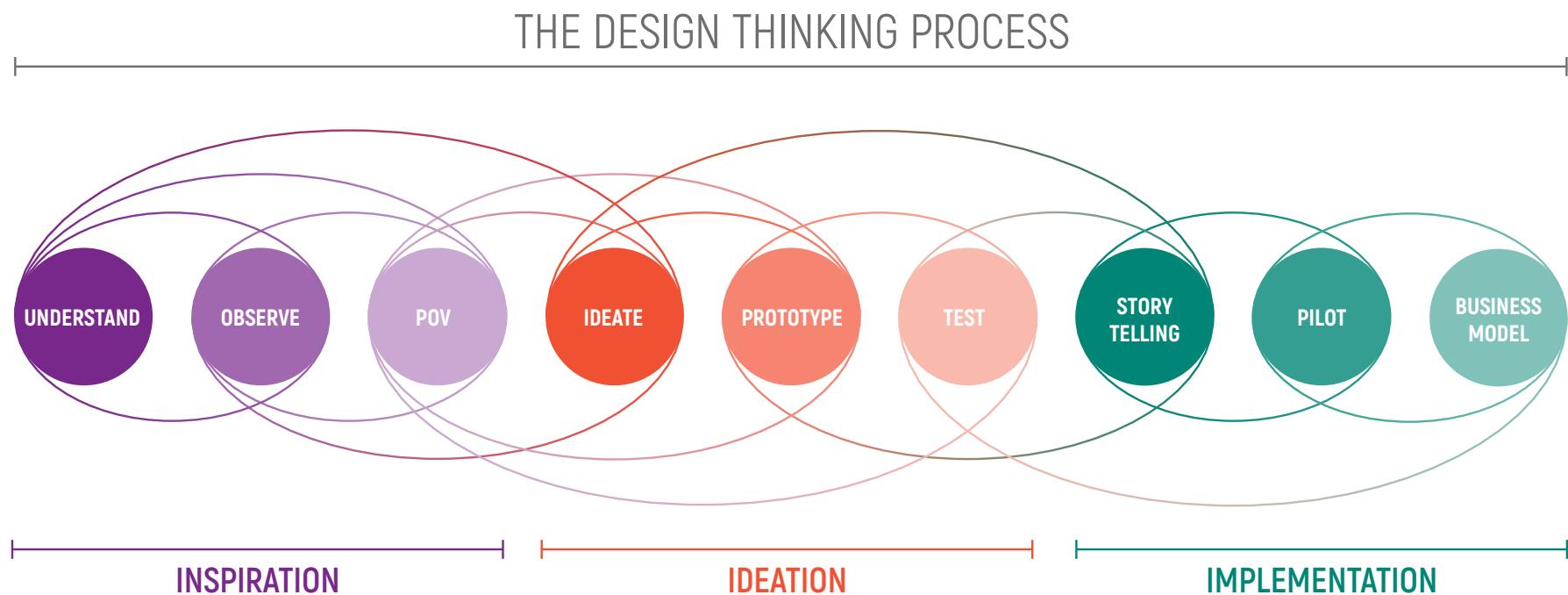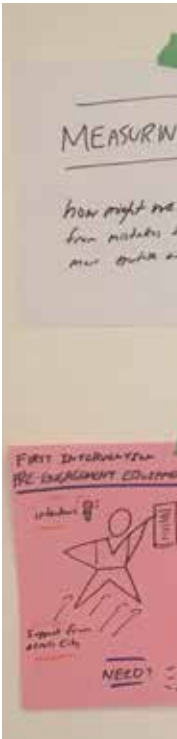
APPENDIX 4: PITCH SESSION FEEDBACK

Values-based engagement

- Spent 3 full days with grandview woodland community team discussing community values. This then became a checklist in a way. In parallel, done by the city, where the planning principles are coming from policies over the years into this process as well. Community perspective and values, and city values - can co-exist, overlap, and have differences. Moving from values into an evaluative tool is key. Very specifically didn't go to groups when we did this - some neighbourhoods very well served by groups and others aren't. May want to make this random/representative collection of community members rather than only going to groups, which often have specific interests and positions.

- Different neighbourhoods have different contexts. Need to think about what connections we have already? How might we surface rather than be in the echo chamber?

- Do we have permission to have time to invest in these kinds of conversations first?

- Appreciate the effort that recognises community process is difficult to engage around difference - have to invest in that. Many people in city don't see the pathway to engagement. I like this attempt, working at values level. Question is about where (in a timeline) you have this conversation. Have seen mistakes made in other processes about trying to have a values-conversation toward the end of the process, where everyone is trying to shoehorn in their specific thing. This kind of conversation needs to be early and developmental.

- Would having a values-based conversation up front, in a specific neighbourhood about a specific topic - would this change the outcome when a project comes in?

- Community reference panels on issues, civic lottery - get randomisation with specific demographic representation of participants.
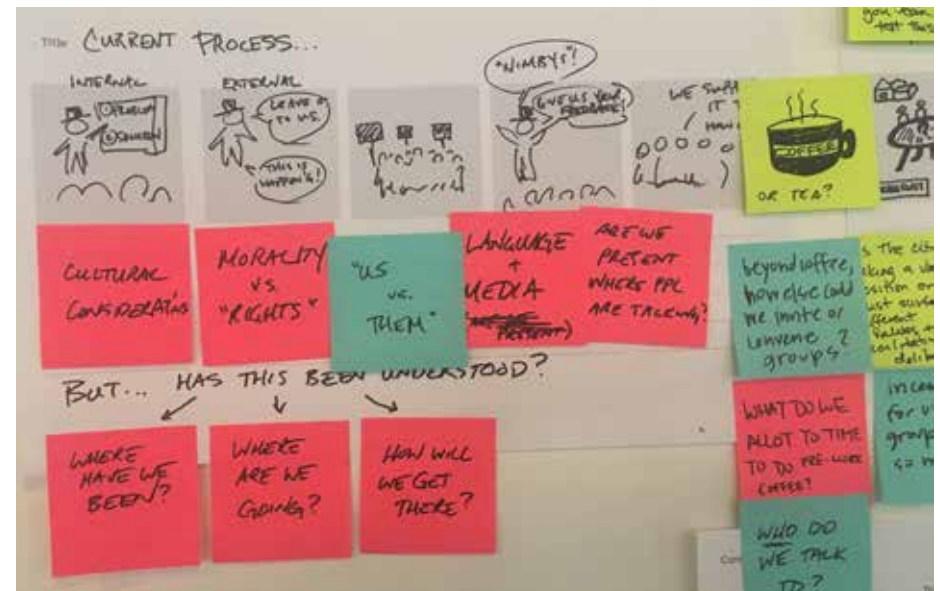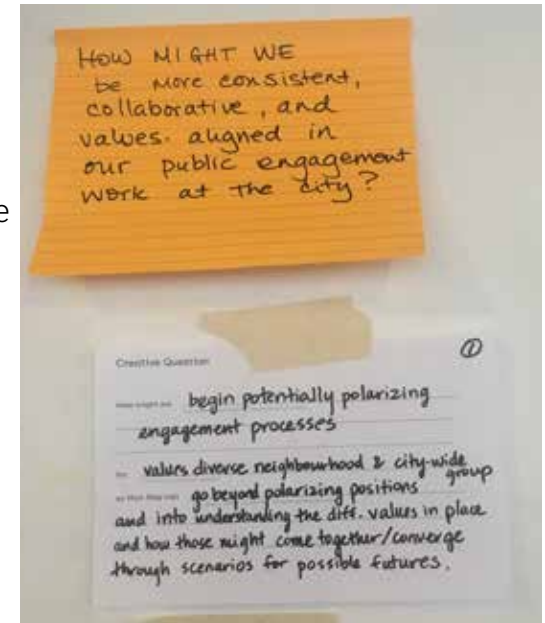
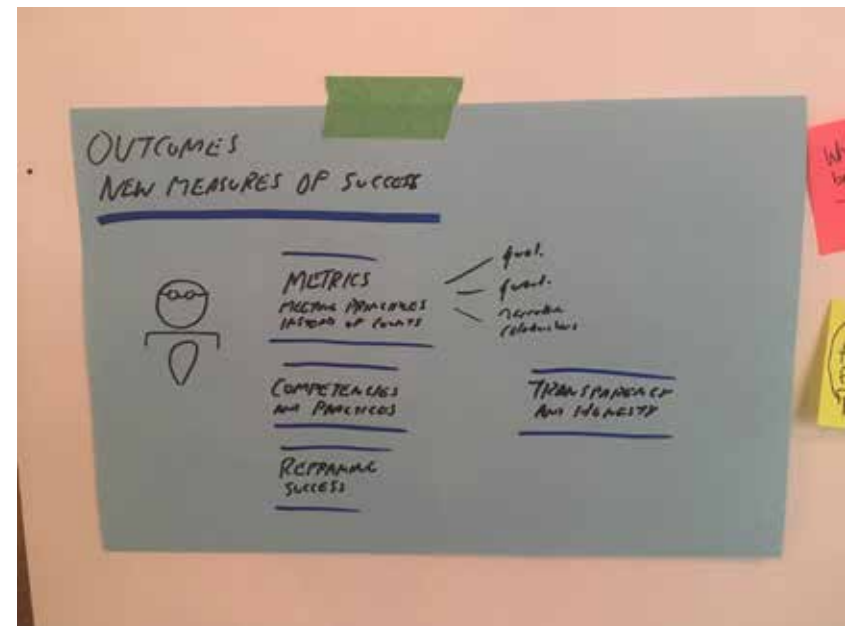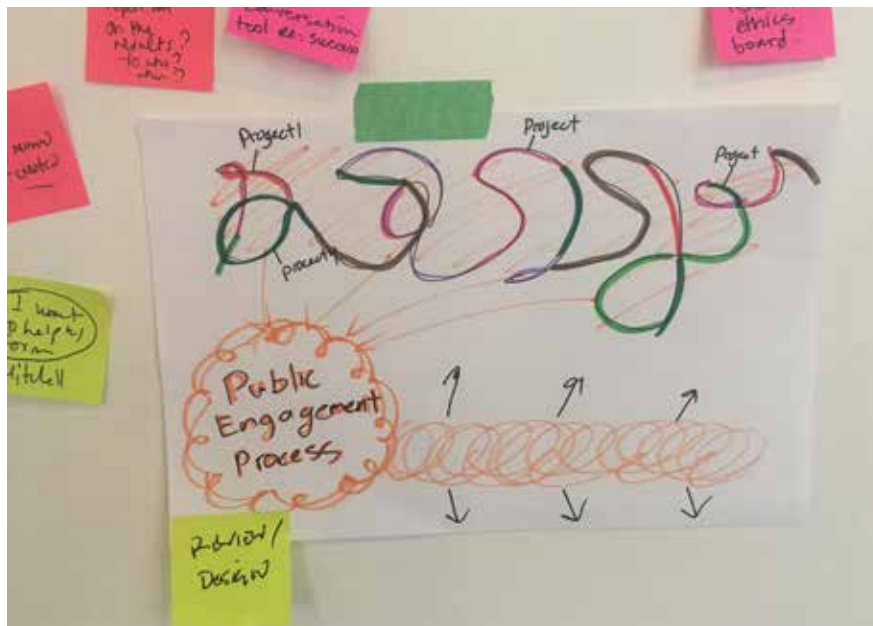# APPENDIX 4: PITCH SESSION PHOTOS & BULLETED NOTES

Evaluation

- Form is exciting - to clarify expectations, approach values early on

- Like the work up front, the pre-engagement work, you go in knowing. Balance between the form - big data source - connector as thick data source that you only get from having a lot of experience on the ground, need both.

- Exciting: opportunity to change what we consider evidence of success. We're so often reductionist.

- "Success" is subjective. From City point of view success can be different than from other people. 200 people show up (they're mad), but lots showed up.

- Reminds me of a research ethics board an university - place to check in, make sure process and methods are sound. Are you not doing damage?

- Does engagement team need to play more of an advocacy role across City to ensure good work. They tend to run to tools and tactics without knowing if they're necessarily the right ones. This kind of advocate, some sort of check and balance, could be a helpful thing.

- Wisdom Council - ask people across departments to adjudicate what needs to happen, who has what information.

- Is there a way to do a public engagement introduction for everyone - staff and citizens. If you can crack the nut of how to measure community engagement please tell all of us to do it!!
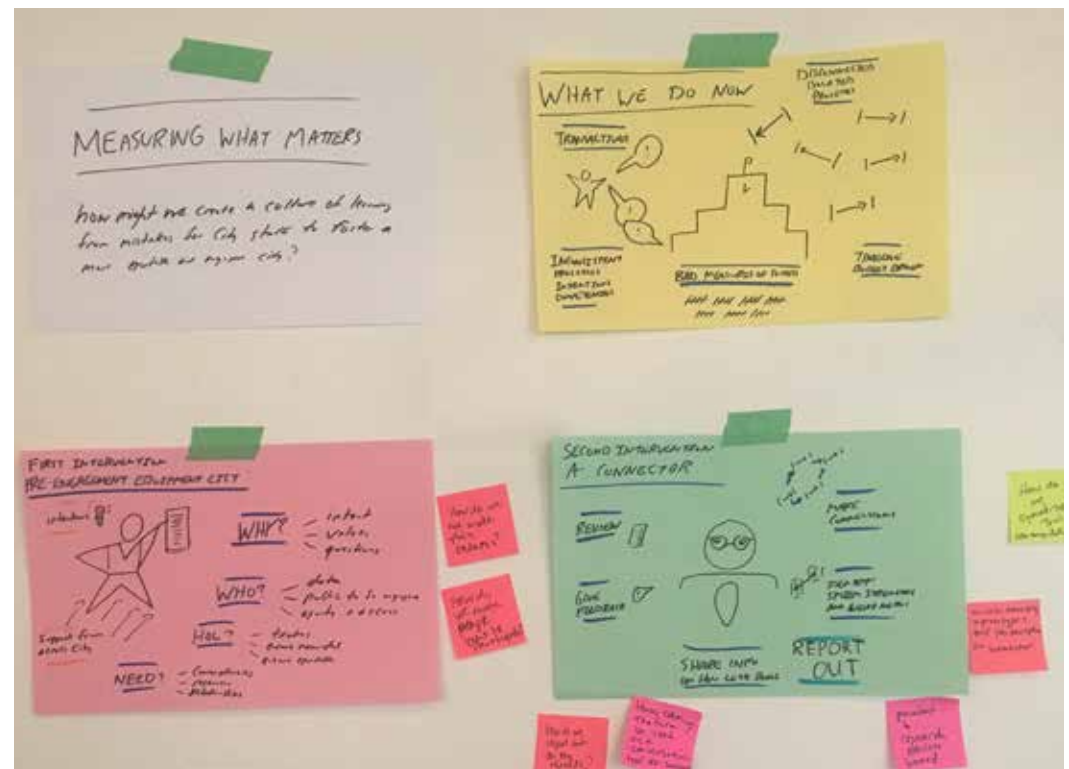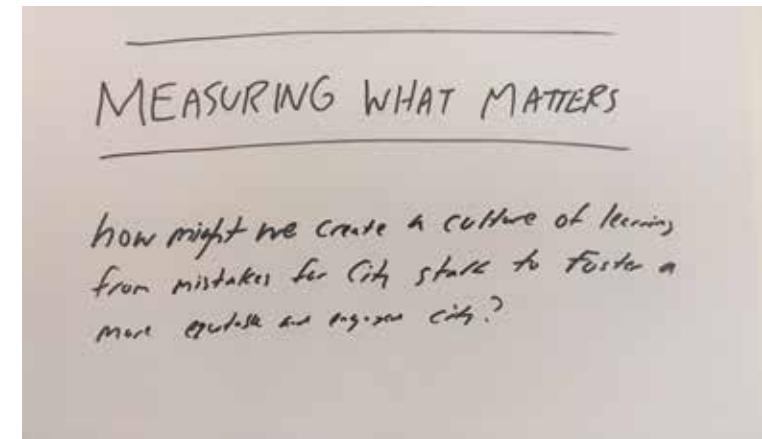
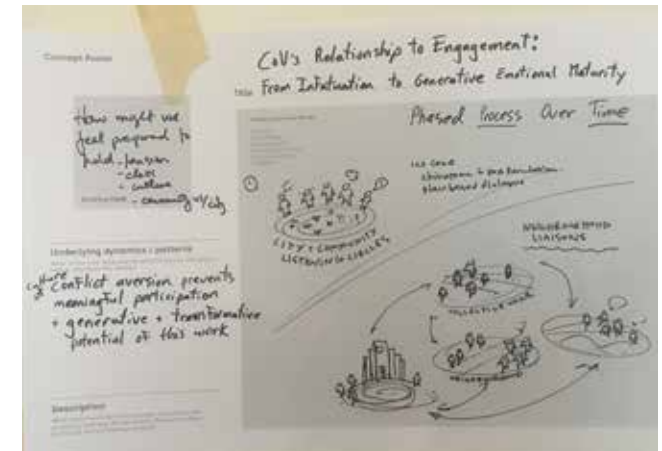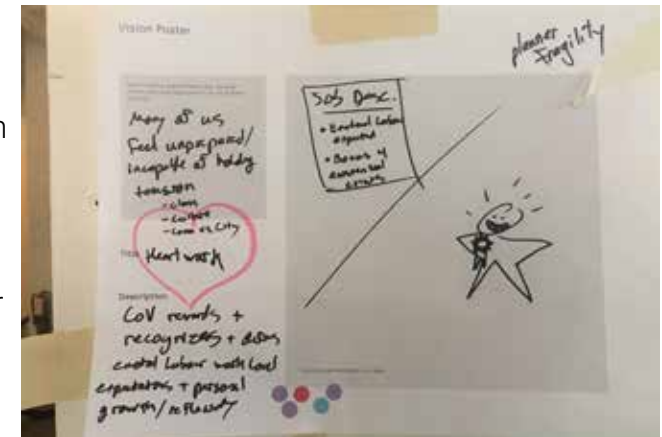# APPENDIX 4: PITCH SESSION PHOTOS & BULLETED NOTES

Evaluation (Continued)

- Both of these concern quality of relationship between city and community - what makes a good relationship? Like a lot of what you're getting at here - focus on improving relationship and communication is exciting.

- Questions: in whose service is it? Who's got the power in that relationship? If there are opportunities to get into that - create more buy in, also make more loops on pipecleaner sculpture.

- Important to share learning in a different way.

- Like the move away from transactional relationships, and project to project relationships. Example of housing in Marpole - want a relationship for project, but it's actually a relationship with community. Whether you want it to or not, one "project" engagement will shape the tone of future engagements in that community. Some might still be transactions, but make them good transactions.

- Codify what successful engagement is.

APPENDIX 4: PITCH SESSION PHOTOS & BULLETED NOTES

Heartwork feedback

- Like the idea of the listening circle as practical form of reconciliation. Damaged relationship in Chinatown as example of where this might work. Short term reconciliation work needs to happen. In the past we haven't owned up to this - happens in Marpole, other places.

- Listening circle - what are the participation expectations? What happens from the results? Don't want to be in a situation where you're creating expectations about whether or not real outcomes will result. Need to tread super lightly.

- Wondering about making sure that listening circle isn't a mandate if things go sideways

- Listening circle brings up all kinds of questions. Exciting and daunting. Ability to honestly
  be in a space for tough conversations while at the same time guiding conflict productively and ack that conflict is going to happen and can be a good outcome. Pre-existing conflict may run really deep for all sorts of reasons. Requires a lot of skill to do this well.

- Like idea of internal liaison. Community gatekeeper - any project in the city happening in a particular neighbourhood,
  need to talk with that person first. Social context, historical context.

- Liaison can become a particularly powerful role as gatekeeper -could become an overly powerful role, may not be quite right. Need regularity and consistency.

- Need a better job of having collective info about neighbourhoods

- Is there a way to have a community member work with local civic staff to talk about what we know, what's coming up?

- Restorative component, future-oriented, admission of what didn't go well.

- Building shared literacy about how government works for community members. Shared understanding about how processes work.

APPENDIX 4: PITCH SESSION PHOTOS & BULLETED NOTES

Engagement framework

- How might you get at the values and principles? What might be the specific action and intervention to articulate those values? Establish a buy-in process early on with different departments. May be a slow process to test this with everyone

- Like the idea of focusing on how we start better and how we prepare. Given we already have principles and IAP2, why aren't those working/sticking? This might be a place to test a prototype.