

Wellbeing Waterloo Region

Analysis of Community Engagement Input Qualitative Data Summary Report

**Prepared by Openly
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WWR Community Engagement Data Summary

Data Sources

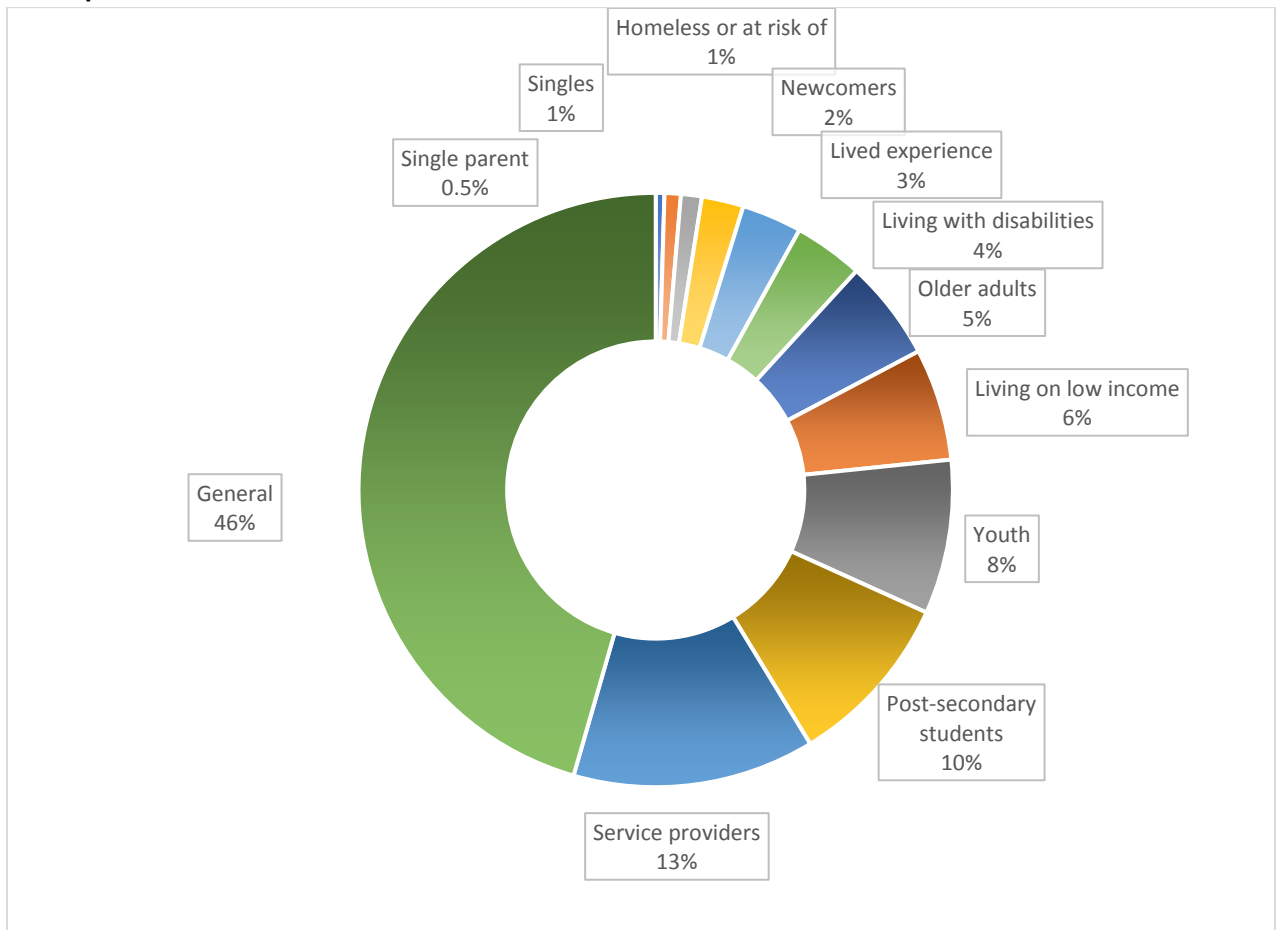
Wellbeing Waterloo Region (WWR) hosted over 40 community engagement activities (i.e., forums, workshops, public surveys and community conversations) between February 2016 and July 2017 that engaged members of the community, community leaders, and service providers.

Most of these sessions were semi-structured and framed around a series of questions or prompts which generally fell into four basic categories:

- What makes the Waterloo Region great?
- What makes the Waterloo Region not so great?
- What more is needed to achieve wellbeing?
- What actions should be taken to help achieve wellbeing?

Overall, these events and activities engaged **3608 participants*** across various cohorts, as follows:

Participation Cohorts



Cohort	Description	#
Single parents	Non-partnered parents	17
Singles	Not partnered (often without children)	32
Homeless or at risk of	Those who experience homelessness or who are at risk of homelessness	41
Newcomers	Recent immigrants to Canada	82
People with lived experience	Those who experience problematic substance use and/or mental health issues, sex workers, people living in group homes, women who have been incarcerated	118
People living with disabilities	Those who live with a disability as well as the people who support them	136
Older adults	Individuals over the age of 55	197
People living on low income	Those living below the average regional income	220
Youth	Individuals between the ages 12 and 28 years old (some are also post-secondary students)	303
Post-secondary students	University and college students	344
Service providers	Those who work in social services, health, education or law enforcement as well as board members, team initiatives, and other stakeholders	475
General	Activity was not focused on a specific cohort and participant cohorts were not characterized	1643

** Please note: the number of unique individuals engaged is unknown, as some participants came to more than one session and have provided input on more than one occasion. Cohorts were tracked by the Region of Waterloo, individuals did not self-identify. Many events included a mix of cohorts.*

Analysis

This report summarizes actual statements recorded from participants of engagement activities, which amounted to **4963 input statements**. All the input statements were aggregated in a database and coded against the Canadian Index of Wellbeing (CIW). The CIW indicators are grouped into the following eight broad domains (listed after each domain are the primary indicators we used for coding):

- **Community vitality:** social engagement, social support, community safety, attitudes towards others and community
- **Democratic engagement:** democratic process; political institutions, participation in political activities, expression of political views, relationships with governments; trust; citizen participation
- **Education:** social and emotional competencies, basic educational knowledge and skills, overall academic achievement, attainment and participation
- **Environment:** natural resources, clean air, clean water, available energy and raw materials, the amount of wilderness, diversity of species, and natural assets
- **Healthy populations:** personal wellbeing, physical health conditions, life expectancy/mortality, mental health, functional health, lifestyle and behaviours, public health, health care.

- **Leisure and culture:** participation, perceptions, experiences, opportunities (social leisure, arts and culture, physical activity)
- **Living standards:** average and median income and wealth, income and wealth distribution, income volatility, economic security.
- **Time use:** time, timing (control over timing of one's day), tempo (pace), temporality (biological rhythms).

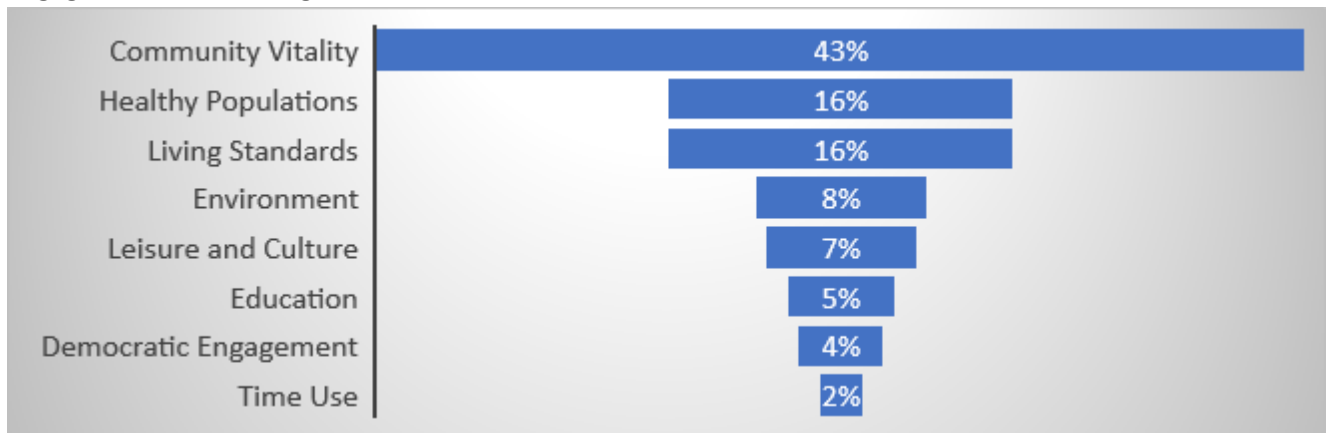
We coded each of the input statements against these eight domains to identify dominant themes for wellbeing elicited from the community. The following summary indicates the most prevalent topics or issues cited by participants. These topics do not necessarily represent gaps or needs so much as what is most top of mind to residents when they are asked to consider wellbeing. In some cases, a theme may be something that makes the region great and is available to all or some members of the community, or seen as required and lacking. Each theme was seen to have both a positive side (Waterloo Region does well in this area and residents benefit) and a negative side (some residents are marginalized this area and advantages of the region are not experienced by everyone).

Data Summary and CIW Domain Alignment

Across all community engagement input, there was the common reflection that while many individuals and families in the community experienced wellbeing along with social and economic prosperity, there are significant numbers of people across the region who do not. Inequity in access to and experience of services, health care, education, and public spaces/resources was a frequent concern. Social exclusion, stigma, racism and poverty were all cited as challenges in the region that needed to be addressed if all individuals and families had the opportunities to thrive and experience greater wellbeing.

The following figure shows how the data aligned with each CIW domain. Community Vitality is the most prevalent domain (i.e., 43%) across 4963 statements. This is not surprising given the encompassing nature of the indicators for that domain (i.e., general concepts such as social engagement, social support, community safety, attitudes towards others and community).

Engagement Themes Alignment with CIW



In the tables below, we've highlighted the themes from the engagement feedback as they align with the CIW. The most prevalent themes (above average instances [$m = 14.75$] across the entire database) are listed first and in bold.

Top of Mind Issues When Considering Wellbeing

Community Vitality	Healthy Populations	Living Standards
<p>Access and accessibility <i>A community that is safe, prosperous and promising</i> Belonging and engagement <i>Engagement between older adults with young people</i> Inter-generational living <i>Help for new immigrants and refugees</i> Celebration of diversity Inclusion Sense of community Volunteers Connectedness Compassionate communities Saying hello More neighborhood associations Strong neighbourhoods Neighbourhood hubs A place to live, work and play Authentic interactions Communities for all ages Social spaces that promote authentic human interactions Youth and family engagement</p>	<p>Mental health and access to mental health services, including for youth Access to health care Healthy child development Healthy food Addictions, and addiction support services, harm reduction More active lifestyles Aging population Prevention Oral and pharma care for low income Social determinants Effects of technology on health and mental health Rural access to service Health equity Social isolation End to homelessness Holistic (physical, emotional, mental, spiritual) health Waitlists for health, mental health, addictions services Patient-centred care Seven Generation healing Supports and care for dementia</p>	<p>Affordable housing <i>Housing, rising costs and pressure on market</i> Transportation, availability, accessibility <i>Exclusion of those living in poverty</i> Employment in the townships / Unemployment Unemployment services Homelessness Living wage Food security Affordable Childcare Urban/rural connections, getting the right blend Meeting basic needs Cost of bus pass – should be free for those on income support Gap between rich and poor/disparity between haves and have-nots Precarious employment Commuter culture – are too exhausted to participate in community Discretionary benefits Rising cost of utilities Inaccessible transportation for people with disabilities Increasing number of people are struggling Region is becoming unaffordable for older adults</p>

Being able to access community spaces and resources was frequently mentioned as part of experiencing community wellbeing. Participants also frequently mentioned the need to ensure a sense of belonging and engagement, recognizing that not everyone in the community feels like they belong. Stigma and social exclusion was a frequent concern. Greater inter-generational connections and greater engagement of seniors and youth, was a frequent idea for improving wellbeing in the region.

More equitable access to the right health care services at the right time was a top of mind concern. Mental health was particularly noted. Mental health and addictions, including greater awareness, access to mental health and addiction services especially for youth, and destigmatizing mental health issues

was seen as a need in the community that, if addressed would support greater wellbeing. Along with health care and mental health, healthy childhood development was also frequently mentioned as a condition for greater wellbeing.

Housing was one of the most frequently noted conditions for greater wellbeing. Participants across all cohorts named concerns about both the lack of affordable housing, the low vacancy rate and the rising cost of housing in the region. Concerns about poverty, low income, living wage, food security and transportation, including the need for greater availability and accessibility were also frequently mentioned.

Environment	Leisure and Culture	Education
<i>Parks, playgrounds</i> <i>Trails</i> <i>Bike friendly communities</i> <i>Walkable communities</i> <i>Connection to nature, to land and river</i> <i>Public spaces, place-making</i> Urban planning, rural planning Rural/urban connection Less land dedicated to the automobile, fewer empty parking lots Recycling Environmental sustainability Long-term sustainability Technology and technological environments Understanding natural resources are limited (e.g. ground water) Connecting suburbs to downtown Famers' markets Overcoming 401 divide Stewardship	<i>Arts, symphony, theatre scene</i> <i>Neighbourhoods with community gardens, centres, ice rinks; neighbourhood events (sport)</i> <i>Festivals and events, free events</i> <i>Accessibility</i> Community centres Cultural diversity, embracing diversity Family-friendly spaces and events More inclusive programming and opportunities Inter-generational events Awareness and promotion of community resources/events Addressing intolerance and fear of refugees/immigrant communities Programming for children, youth, adults and older adults Inaccessible events/spaces to people with disabilities Libraries as community hubs Keeping small town feel while developing big city amenities Rentals of community fields (baseball/soccer) for events, easier, more reasonable cost Repurposing historic buildings Schools as community hubs Vibrancy of downtowns	<i>Literacy, early literacy, literacy for all</i> Education to reduce stigma and discrimination Incubation and acceleration of innovations Success in school, especially for immigrants/refugees Educational places to visit Acknowledgement of education and degrees from other countries Lifelong learning Cultural inclusivity Early childhood development and education Equitable access to education No bullying in schools Graduation rates seen as everyone's responsibility (not just school board) Intergenerational knowledge transfer Investment in children and youth Learn from individuals with lived experience (homelessness/poverty) Attachment Non-traditional perspectives and ideas Positive parenting, parent education

Appreciation for the region's natural environment, including existing parks and the Grand River was frequently mentioned as an asset in the region that supported wellbeing. More parks and trails, which were accessible and seen as spaces which all residents could use and feel a part of was noted as a way

to increase wellbeing in the region. As well there was a strong voice for more pedestrian-friendly and bike-friendly neighbourhoods across the region.

Arts and culture along with festivals and events were also seen as assets in the region. At the same time, there was a call to make these events and spaces more accessible and inclusive. As well there was also a call for greater recognition and inclusion of cultural diversity in the regions cultural events and spaces.

The most dominant theme under education was the need for even greater attention and focus on increasing literacy, including both early and adult literacy,

Democratic Engagement	Time Use	Relevant Across all Domains
Power Community engagement Neighbourhood leaders Having voices heard Action Grassroots Trust Community organizer Listening and responsive regional government Community empowerment “Joined up” structures (all of government; all of community) More people vote and get involved at municipal level Nothing about me without me Regional, municipal + townships work together	Work/life balance Limiting dependence on technology Technology Buses late, feeling like are spending all one’s time waiting for a bus Making time for face-to-face connections Getting people out of their houses	Accessibility of services Children Poverty Inclusion Older adults Youth Diversity Awareness of services and community assets Equity More meaningful collaboration Concern for the future – what it will look like for children and grandchildren Refugee settlement Engaging business community More diverse leadership

Input related to democratic engagement and time use were the least frequent themes. There were those who voiced the need for greater civic engagement of residents, and support for more local involvement in community and regional issues.

The importance of work/life balance was emphasized along with the need form more face-to-face interaction. Technology, and our growing dependence on it, was seen as a detractor of wellbeing.

Summary by Cohort

Top Themes for Newcomers:

- **Belonging and community engagement:** Newcomers want to engage with the community and take more advantage of the many community events and programs on offer, but they find this hard to navigate being new to the culture (e.g. language barriers, difference in appearance, etc.) and the region. Often, newcomers feel discriminated against.
- **Prosperity and education:** Fortright on the minds of newcomers is access to good education and all the advantages of the region for their children.
- **Navigating the healthcare system:** Newcomers express difficulty navigating our healthcare system and thus see a gap.
- **Finding work and making ends meet:** Living standards, employment and adequate housing are high on the minds of newcomers.

Top Themes for Older adults:

- **Community Involvement:** Older adults want to be more engaged with the community, often citing volunteerism as the vehicle. Fortright on their minds is social isolation and how to combat it.
- **Staying healthy:** Another concern of older adults is their physical and mental wellbeing and an expressed need for a larger, more accessible and inclusive healthcare system. Mobility often plays into access to services like healthcare.
- **Standard of living:** Choosing what community to live in and being able to access all the benefits of that community is important to older adults. Housing and transit as well as the availability, and quality, of extended care or assisted living are all priorities.

Top Themes for People with Lived Experience:

- **Empathy and understanding:** People with lived experience want to actively engage in their communities but they deeply feel misunderstood and stigmatized.
- **Housing and a reliable source of income:** Getting out of an apparent cycle means finding adequate housing and a reliable source of income. People with lived experience often speak of housing assistance and a stable income to help get them back on their feet and be free of social stigma.
- **Mental Health and Addictions:** People with lived experience most often speak of mental health and addictions issues when their input statements are coded under the “healthy populations” CIW domain. They would like to see more-informed, stigma-free care and more access to this care.

Top Themes for Individuals Experiencing or at Risk of Homelessness

- **Housing Crises:** Adequate and affordable housing is forthright on the minds of people who identify as homeless or at risk for homelessness. Important is not only access to housing but safe, inclusive, and stigma-free services.

- **Mental health and Addictions Crises:** People in this cohort often speak of mental health and the fentanyl crises and the need for support and harm-reduction practices among services.

Top Themes for Students and Youth:

- **Friendly and Inclusive Culture:** The youth cohort are looking to connect with each other and with greater community in safe, friendly and inclusive ways.
- **Getting around:** The youth cohort often speaks about the importance of adequate transit to get the most out of the community.
- **Staving boredom:** The youth cohort would like “something to do,” or more affordable/accessible events and programs.

Top Themes for People Living on Low Income:

- **Precarious income, low wages and housing:** People in this cohort often speak about the high cost of housing or. They also speak about the lack of stable/reliable jobs in the marketplace as well as the importance of a higher minimum wage.
- **Mental health and a larger healthcare system:** People in this cohort talk about mental health issues and the necessary coverage/aid needed to access mental health services. They also see gaps in the general healthcare system.
- **Stigma-free connections:** People living with low income often speak of being stigmatized or generalized by others in the community, and frontline service providers. They express a need to feel a part of a friendly and inclusive community.

Top Themes for Singles

- **Feeling included:** People who identify with this cohort often speak about exclusion in terms of community programs and events. They wish to engage the community but look for more inclusive spaces.
- **Single income and the housing gap:** Singles often speak about the high cost of housing, noting that most landlords assume a dual income, but they also seem concerned about homelessness. Some members of this cohort may overlap with those at risk for homelessness or they may see it as a general/social concern.
- **Mental health and getting help:** Singles often speak about a gap in the availability of mental health services. There may also be a causal relationship between a rise in mental health issues and lack of affordable housing.

Top Themes for Single Parents

- **A safe environment:** The single parent cohort expressed a concern for a safe environment both in the public and private (home) space. This includes safe parks as well as landlords adhering to building code.
- **Affordable housing:** Like many other cohorts in these communities, single parents spoke about a gap in affordable housing.

Top Themes People Living with Disabilities:

- **Sense of belonging and friendly faces:** People in this cohort appreciate a strong sense of community and connectiveness, but also express concern over a lack of understanding/knowledge about disabilities and social stigma.
- **Accessible, connected and inclusive support:** This cohort expressed need for larger, better connected, healthcare and disability support services.
- **A safe, accessible and inclusive environment:** People in this cohort express a concern about general accessibility, transportation, and mobility. For people in this cohort, accessibility and inclusivity are often linked

Sense Making Sessions, Themes and Shared Understanding

On August 2, 2017, we facilitated a collective data sense-making session with the members of WWR. The goal of the session was to collectively identify key issues and themes, grounded in the data, and to develop a shared understanding of emerging insights and potential opportunities for creating greater wellbeing in Waterloo Region. A complete summary of the themes developed during this session can be found in **September 2017 Foundational Report**. The following brief summary of those findings.

The session elicited insights and themes which are highlighted below:

Framing Question 1: What makes Waterloo Region great:

- An innovative, open-minded, and inclusive culture
- Programs and services and opportunities to support wellbeing
- Great spaces for people to work towards change, connect, become involved, and take initiative

Framing Question 2: What makes Waterloo Region not so great:

- Social norms and culture often drive the disconnectedness/fragmentation (inequality, stigma, lack of belonging, social isolation, barriers)
- Inequitable access to income and resources
- Not enough affordable housing creates housing instability (negatively impacts all other aspects of life)
- Distances and Infrastructure create a physical divide that disconnects
- Not just lack of material “wealth” but also social “wealth”

Framing Question 3: What more is needed to achieve wellbeing:

- We can achieve a community where everyone matters and thrives if we commit to understanding and inclusion (inclusion by place, relationship, services and infrastructure)

- Barriers: illiteracy, disjointed communities, having no political voice, cultural/religious tensions, addictions/bad drugs, inadequate public transit, poor treatment of seniors

Framing Question 4: What actions can help achieve wellbeing:

- Develop strong neighbourhoods: (reduce social isolation, create a sense of belonging and connection)
- Closing the gap on poverty through greater accessibility (upstream?) and equity (creating the conditions for engagement and connection and health)
- Support livable communities: (through the built and natural environment, grassroots leadership, and community development)

After these themes were developed by the participants the session moved towards creating insights

Framing Question: What it would take to leverage our strengths so that all families and individuals in Waterloo Region could experience greater wellbeing:

- We should pay attention to how the tech (and whole private sector) can ‘play’
- Need to recognize different needs for “connectedness.”

How to address what’s not so great about our region so that all families and individuals could experience greater wellbeing:

- Importance of connectedness – physically – socially BUT pay attention to adverse effects of technology: balance – leverage/moderate
- We can have a bold quick win now! (i.e. free transit card or youth recreation card)
- Better together – pool resources – share learning – not about an individual organization winning or growing. PEOPLE FIRST SYSTEMS NEXT!
- Leverage existing strengths – enable existing systems to flex and respond to needs – be nimble or redirect.

Framing Question: How to respond so that all families and individuals in Waterloo region could experience greater wellbeing:

- Take a complete, holistic and comprehensive approach to inclusion (do not pick one need over the other).
- Commit to critical consciousness and compassion to create equitable, inclusive process for making decisions – all voices (dialogue) heard. Co-creation of Solutions.
- Focus on addressing the environment not just fixing the individuals – take immediate action on urgent needs.

Framing Question: How we can better support action so that all families and individuals in Waterloo Region could experience greater wellbeing:

- There are quick wins for individuals (e.g. say hi). We want people to feel empowered to take personal responsibility and are aware of the services.
- There is a balance of personal responsibility and system/service responsibility (built environment, policy). We all have to buy in (not just agencies) – (both) the general public and businesses (should be) part of the implementation.
- Need to balance meeting basic needs with an upstream prevention approach

Other highlights and insights:

- Services need to pool their efforts in a more effective manner than is currently happening.
- Distinction between specific and more immediate issues versus the broad, more systemic issues and how addressing these broader issues may play an important role in creating change.
- Social change, by nature, is often slow and incremental.
- Hypotheses and initiatives should be developed with the community; (citizens) should play an active role not only in the development of initiatives but in their implementation.
- The importance of inclusivity, in all processes and initiative (with an understanding of) the difference between “surface” and “deeper” levels of inclusivity.

On September 19, 2017, WWR held a second data sense-making session with 10 organizations that helped obtain input from harder to reach groups. The session was focused on a CIW mini survey data which was conducted with youth, immigrants/refugees, people living on low income, people with lived experience, older adults, people with disabilities). The following are a summary of the results of that session.

Framing Question: Was there anything surprising in the results?

- **Community Vitality tables:**
 - Seniors are less socially isolated than expected (especially in Wilmot).
 - Volunteerism seems to be on the rise (but is the commitment truly there).
 - Post-secondary students do not feel a sense of belonging with regards to the larger community.
 - Communities feel less “safe” than in the past (but do we distinguish physical and mental safety).

- **Living Standards tables:**
 - Food security is an issue.
 - Seniors in rural communities (e.g. Wilmot) seem atypical compared to seniors in urban areas.

- **Healthy population tables:**
 - Healthcare services are rated as “poor” when it comes to general services and “excellent” when it comes to focused services.
 - The perceived quality of healthcare services has gone up since 2013.
 - Newcomers rate access to healthcare as “good” but rate the quality of the healthcare less favorably.
 - The frequency of HOF users is high compared to other services.

- **In General:**
 - The scores for access to health services are higher than expected.
 - The scores for impact of municipal services on people’s lives was higher than predicted.
 - Post-secondary students’ results are all over the place, but lower expected in some areas.

Framing Question: What do we need to pay attention to?

- **Community Vitality tables:**
 - The stigma and fear of stigmatized/marginalized groups (e.g. homeless, addictions)
 - The social isolation and fear experienced by stigmatized/marginalized groups (e.g. the homeless, mental health, addictions).

- **Living Standards tables:**
 - The cost of higher education should be addressed.
 - Children’s Planning Table (e.g. breakfast programs) should be addressed.
 - Ratings for HOF and HHUG should be addressed.

- **Healthy population tables:**
 - The translatability of “mental health” in various cultures is an issue.

- There is a need for a representative measurement system.
- There is a need for a more indigenous focus.
- Post-secondary mental health scores do not align with current research.
- **General:**
 - That HHUG and House of Friendship are doing worse on every question. When are we going to do something about this?
 - Should the WWR focus on the most vulnerable group as one of our priorities?
 - The general population did better on every score. This confirms what we know antidotally. People who are vulnerable don't respond to census or general populations surveys – therefore we need to continue to reach out to gather input directly otherwise we will not hear their voices.
 - Only 1% responded as transgender. This is not representative of the regional population. Need to do some outreach to ensure we hear their voices. This will be especially applicable if we do the coordinated survey.
 - The Low scores in the multi-cultural community are concerning.

Framing Question: What are the themes? And how might they inform the priorities?

- **General:**
 - Low mental health scores among post-secondary students (similar to HOF and HUGG residents).
 - Should the WWR focus on the most vulnerable group as one of our priorities?
 - When are we going to talk about the criteria we want to choose priorities?
 - Indigenous peoples' participation is missing from the surveys as well as the other engagement efforts. We need to build bridges with this community and develop this relationship if it is wanted. This should be part of our efforts to work better together.
- **Community Vitality tables:**
 - Homelessness and the extreme vulnerability of these groups (e.g., HHUG and HOF participants) in terms of access to services like healthcare and personal safety
 - The stigma around public transit use and how to shift "car culture."
- **Living Standards tables:**
 - The homeless (HHUG, HOF users and newcomers) are in greatest need.
 - Food security is a concern
- **Healthy population tables:**
 - Isolation, and a sense of belonging in relation to mental health is a concern.
 - Correlations between income and health is a concern.
 - Accessibility shows more challenges but quality is increasing.
 - Mental health has gone down since 2013.
 - Multi-cultural group similar to the homeless population.
 - The homeless population is at bottom in every category for health.
 - Aging well is connected to belonging. Belonging can impact everything in your life positively.
- **WWR Initiative:**
 - The newcomer population (e.g. immigrants, refugees) is at risk of increased need.

Framing Question: What are some opportunities or actions to address these themes?

- **General:**
 - Affordable/accessible housing needs to be addressed – everything will be impacted when people are housed.
 - Find out what is working (for seniors) in Wilmot and see if we can do similar things in other areas.
- **Community Vitality tables:**
 - Affordable and supportive housing is win-win and impacts on all aspects of wellbeing. Affordable housing can be seen as a prevention against many other social ills
 - Access to and knowledge of recreational programs
 - Understanding and valuing both physical and mental safety
- **Living Standards tables:**
 - We have an amazing organization working with housing and immigration.
 - We need to look at what we can do to continue support newcomers after first year.
 - We need to provide better food security for youth.
- **Healthy Populations Tables:**
 - We need more facilities for the growing senior population (that take senior's vulnerability and cultural differences into consideration).
 - We need to understand and address the intersection between homelessness and substance use.

Feedback on Services

The data included over 500 input statements from service providers and some community members with regards to services and/or the engagement process itself. It was not always evident from the data when service providers were speaking as opposed to members of the community.

An analysis of these statements reveals the following:

- Access to services, and navigation of the service system was the most predominant concern.
- There was also concern about access to services in rural communities, and whether there needs to be a greater population focus, e.g. for seniors and marginalized members of the community.
- Measurable efficacy and transparency was also a key issue.

Service providers also raised a number of questions and concerns about the service system, including:

- **Drivers and Motivation:** Service providers questioned the motivation of their organizations: Is it to self-perpetuate, help those in need, or bring forth social change?

"It should be about the community not organizational needs."

"Fear of job loss or fear of change that prevents vital collaborations, which could

possibly improve services and access to these services in the community"

"All the organizations are at different stages of their own org development – so very beneficial to learn from each other – we can benefit learning from grass roots organizations and from those who are more developed in terms of their own sustainability."

"There needs to be “true” agency/organization buy in and commitment (especially at a board level to this initiative)"

- **Adaptability / Flexibility (Willingness to Adopt Change):** Among service providers, a willingness to be flexible, adaptive and collaborative (e.g. combat the “silo effect”) was a common theme. This ties into a willingness (or expressed desire) to deconstruct current systems, in light of feedback/evidence, in order to rebuild.

"Flexibility of our systems, lots of great resources and services and housing, but not necessarily at the places and times when people need it – flexibility of services."

"Be willing and open to collaborate."

"Continue to look for opportunities to work differently and better with other organizations."

"Evidence and practice based approaches, but willing to innovate, evaluate."

"Strategic alignments between organizations – make it clear and I look forward to that. Develop them if they don’t exist."

- **Authentic Community Involvement:** Service providers often express a need for real or authentic community engagement where citizens and members of marginalized groups become a part of the process in the development and implementation of initiatives.

"(We need a) reference group with lived experience..."

"Citizens needs to play larger role; you the, refugees..."

"Big thing is that people who will be benefiting from it are out of the conversation – the very people that need the solution should be involved – how will we ensure that people that are experiencing it – how do we give them more power and experience – we have to have the people involved in that discussion."

"Have a large volunteer – citizen group – if we are losing money as fast as we are losing human capital then we would be in outrage – need to look at this and the amount of work that is needed for reporting."

"How will the community be involved in the initiative? Would be good to have some kind of community communication once the priority is established. Not sure how much community engagement is needed to identify priorities as they have been identified through several different consultation processes e.g., the LHIN survey, CIW and region and cities strategic planning processes."