

# Participatory Budgeting at Toronto Community Housing

## 2010 Evaluation Report

Findings & Recommendations from Participatory Research  
with Tenants & Staff

July 2010



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## EXECUTIVE SUMMARY

The following report reviews the accomplishments and challenges of the 2010 Participatory Budgeting (PB) process at Toronto Community Housing (TCH). Its purpose is to help tenants and staff better understand how PB works at TCH, in order to identify and agree on improvements to the process. The report describes the evaluation process, reviews the progress made on recommendations from the 2009 evaluation, presents key findings and recommendations from 2010, and provides models of evaluation tools for future PB cycles.

## Participatory Evaluation Process

Through the 2010 PB Evaluation, two external researchers, 13 tenant researchers, and dozens of other tenants and staff reflected on the year's PB process. The evaluation drew on:

- Observations of 26 PB meetings and events,
- Interviews with 37 tenant participants and eight staff members,
- A survey completed by 293 tenant participants,
- Eight participatory research workshops and notes from two staff PB debrief meetings,
- Two final workshops, in which tenants and staff reviewed and revised this report.

## Key Improvements

The 2010 PB improved on the 2009 process in most key respects. **Delegate preparation and Allocation Days showed the greatest improvement**, mainly because staff provided more comprehensive and timely information, clearer and more consistent rules, and a new paper ballot voting process. As evidence of these improvements:

- Tenant delegates' overall rating of the PB jumped up 20%.
- Only 1% of tenant delegates said the purpose and rules of PB Allocation Days were not clear, down from 10% in 2009.
- Only 5% said they did not have enough time or support to prepare for Allocation Day, down from around 30% in 2009.
- Half as many delegates said their priorities did not reflect building meeting discussions.
- 23 of the 31 key recommendations of the 2009 evaluation were partly or fully implemented.

## Shortcomings

**Building meetings and monitoring & implementation remained the weakest links of the PB process.** The 2010 building meetings were more organized and informative than in past years, but many still involved only a handful of tenants, limited information, and ambiguous rules. New monitoring committees made implementation more accountable, but many staff and tenants are unclear on their roles, and just 30% of delegates knew the name of any members.

The evaluation also identified **three broader areas of concern - outreach, organization of meetings, and consistency:**

- Outreach and publicity varied, from door-knocking, organizing, and abundant multi-lingual flyers in some buildings to just a few English flyers in others.
- There were few efforts to engage or collaborate with politicians or community groups.
- Tenant participation was sometimes limited by uncomfortable rooms, inadequate food options, and inaccessible materials.
- There was more staff coordination, but many staff did not receive enough central support.
- Tenants were frustrated that some basic rules and materials were inconsistent across TCH.

## **Recommendations**

Tenants and staff developed a series of recommendations, many of which are already being followed in some areas. While the report outlines many specific proposals, the general recommendations include:

### **1) Building Meetings**

- Provide tenants with more information before and during building meetings.
- Clarify the rules for participation.
- Clearly define the specifications of project priorities at building meetings.
- Make clear rules around the procedure for changing priorities.

### **2) Delegate Preparation**

- Provide delegates with more practical information and training during at least one delegate prep session in each OU.
- Provide more personalized support for delegates.
- Provide a hard copy of the Allocation Day program to delegates, alternates and Tenant Reps at least two weeks before Allocation Day.

### **3) Allocation Days**

- Engage tenants in helping plan, design, and speak at Allocation Days.
- Provide supports to help delegates make more informed and less pressured decisions.
- Clarify the rules about which priorities are presented on Allocation Day.
- Let each directorate decide whether to hold Allocation Days by OU or by directorate.
- Clearly define the role of alternates.
- Make vote-inputting more efficient.

### **4) Implementation & Monitoring**

- Establish clearer roles for and communication with monitoring committees.
- Publicize results of Allocation Days and completion of projects.

### **5) Evaluation**

- Share the evaluation findings and recommendations more broadly.
- Conduct full participatory evaluations periodically, but not in 2011.
- Incorporate basic evaluation practices into the PB process.

### **6) Outreach**

- Make PB flyers and publicity more accessible, engaging and exciting.
- Collaborate with tenant groups to promote PB.
- Organize more outreach beyond TCH.

### **7) Organization of Meetings**

- Ensure that meeting rooms are comfortable, accessible, adequately ventilated, clean, and large enough to accommodate all tenants and displays.
- Create a standard checklist for meeting refreshments.
- Translate basic PB flyers and info materials in advance.
- Communicate rules and information more clearly.

### **8) Consistency**

- Make basic PB principles and rules the same across TCH.
- Provide consistent staff training and support across TCH.

## 1. THE EVALUATION PROCESS

Through the 2010 Participatory Budgeting (PB) Evaluation, two external researchers, 13 tenant researchers, and over 40 other tenants and staff researched and reflected on the year's PB process. This introductory section explains what the evaluation consisted of and how it worked.

### What were the goals of the evaluation?

- To engage tenants and staff in researching and better understanding the PB process and tenant engagement.
- To identify potential improvements to the PB process, based on this research.
- To help reach agreement on a shared framework for the PB process, with broader tenant and staff support.
- To improve tenant and staff capacity to conduct participatory research.

### Why a participatory evaluation?

Unlike many evaluations, this process was driven by active tenant and staff involvement. Tenants and staff not just responded to questions, but also formulated and asked them, and figured out what to do with the answers. This approach is known as **participatory action research**: "research which involves all relevant parties in actively examining together current action in order to change and improve it."<sup>1</sup> Why bother with such a demanding process?<sup>2</sup>

- It brings together different perspectives and interpretations, which often inspires new observations and ideas.
- It focuses evaluation questions and tools, by creating more opportunities for staff and participants to indicate what kinds of information they are interested in and anticipate using.
- It helps prevent misunderstandings and generate sounder conclusions, as evaluators are constantly checking their ideas with staff and participants.
- It makes evaluation more useful, by generating more support for recommendations. When staff and participants play an active role in evaluation, they are more likely to believe in its findings and take action in response.
- It is consistent with the goals of the tenant participation system, to give tenants "a say on issues that affect their building and community," to set up structures "for tenants to work with staff to solve problems... and make things work better at the community level," and to ensure that TCH "is accountable to tenants."<sup>3</sup>

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<sup>1</sup> Wadsworth, Yoland (1998) "What is Participatory Action Research?" Action Research International, Paper 2. Available online: <http://www.scu.edu.au/schools/gcm/ar/ari/p-ywadsworth98.html>

<sup>2</sup> Many of the answers to this question are discussed in more detail in Wadsworth, 1998 and McIntyre, Alice (2007) *Participatory Action Research*. Thousand Oaks, CA: SAGE.

<sup>3</sup> Toronto Community Housing (2009) Tenant Participation System webpage. Accessed 10/26/09. [http://www.torontohousing.ca/tenant\\_life/tenant\\_participation\\_system](http://www.torontohousing.ca/tenant_life/tenant_participation_system)

## What did the evaluation involve?

The evaluation built on the first participatory PB evaluation, in 2009, and lasted from March to July 2010. Before the evaluation, TCH recruited 20 interested tenants from across the city and organized a meeting to select the researchers. After reviewing the conditions and expectations of the evaluation, the recruited tenants self-selected who would participate as researchers.

After forming an evaluation team of 13 tenants, the evaluation consisted of:

- Eight participatory workshops with the tenant researchers, to develop research skills, design evaluation tools, and analyze research data, between March and June
- Observation of 13 building meetings in March and April
- Observation of four delegate prep meetings in April
- Observation of all nine Allocation Days in May
- Design and analysis of an evaluation survey completed by 293 tenant participants at the Allocation Days
- Short interviews with 37 tenant participants at building meetings, delegate prep meetings, and Allocation Days
- In-depth interviews with eight staff members (head office and local staff), and shorter discussions with dozens of other staff
- Literature review of relevant PB articles and document review of TCH PB materials,
- Compilation of notes from staff PB debrief meetings
- Two final evaluation workshops in July, in which 27 local and head office staff from across TCH, along with 14 tenant researchers and leaders, reviewed and revised the evaluation findings and recommendations.



A tenant researcher taking observation notes during an Allocation Day.

## 2. OVERVIEW OF THE 2010 PB PROCESS

Before discussing specific findings and recommendations about each part of the PB process, this section gives an overview of the process and participant opinions of it. The information is based on direct observation of meetings, staff reports, and the tenant survey.

The 2010 Participatory Budgeting Process			
When	Stage	What Happens	Who Does What
February	<div style="border: 2px solid black; border-radius: 15px; padding: 10px; text-align: center;"> <b>Building Meetings</b> </div>	<b>306 meetings</b> 1 in each building or community	<b>~6000 tenants</b> select building priorities & delegates
March			
April	<div style="border: 2px solid black; border-radius: 15px; padding: 10px; text-align: center;"> <b>Delegate Preparation</b> </div>	<b>13 meetings</b> At least 1 in each directorate	<b>~350 tenant delegates</b> prepare for budget allocations
May	<div style="border: 2px solid black; border-radius: 15px; padding: 10px; text-align: center;"> <b>Allocation Days</b> </div>	<b>9 meetings</b> At least 1 in each directorate	<b>~400 tenant delegates</b> present, discuss, and vote on building priorities
June	<div style="border: 2px solid black; border-radius: 15px; padding: 10px; text-align: center;"> <b>Implementation &amp; Monitoring</b> </div>	<b>4 monitoring committees</b> 1 in each directorate	<b>~50 tenant delegates</b> monitor project implementation and manage reserve funds
December			

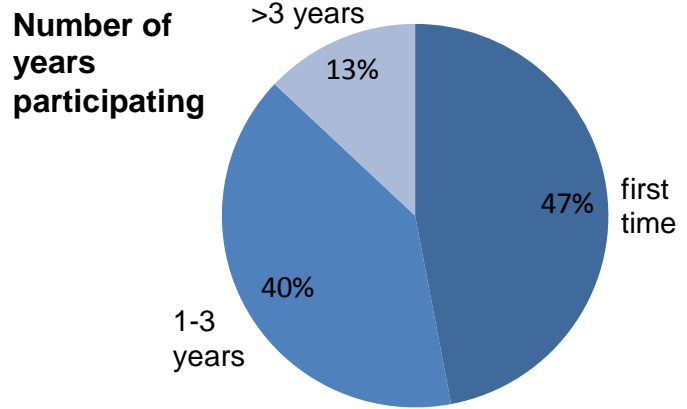
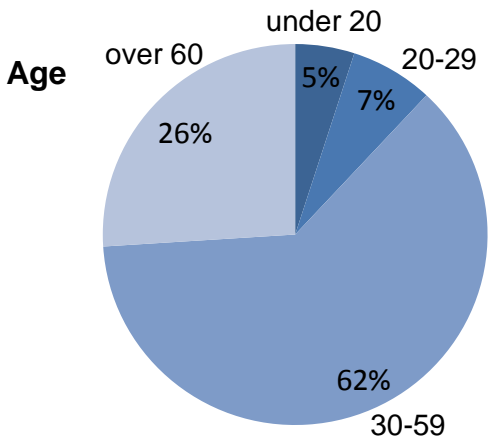
### What are the results?

**\$9 million allocated**

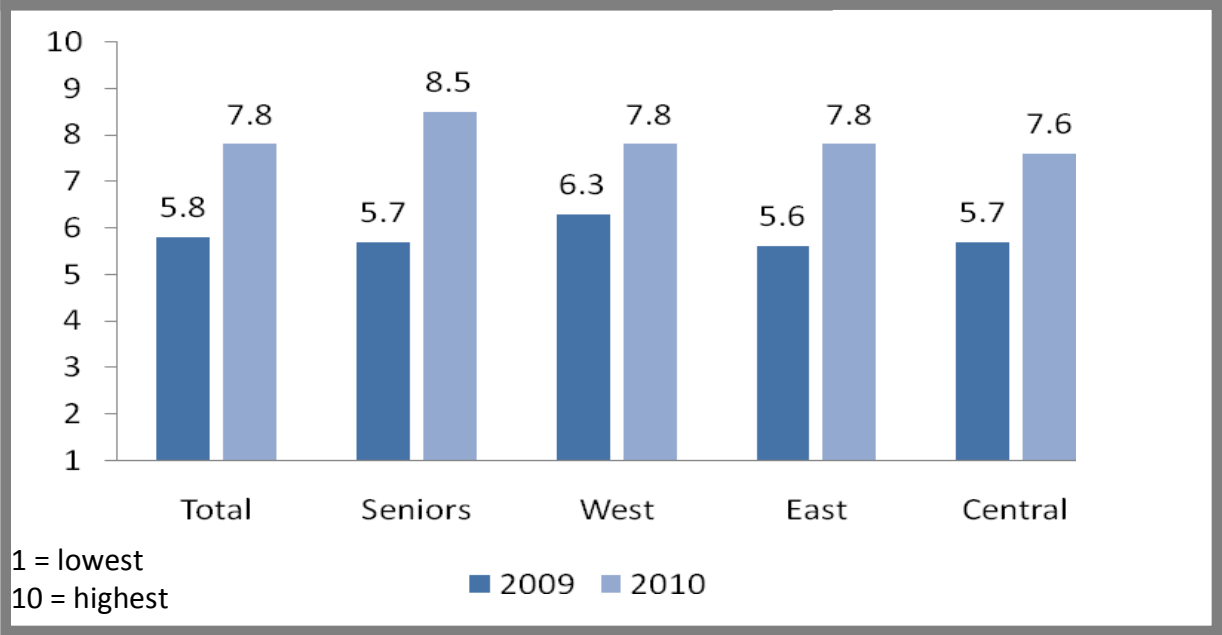
(\$7.65 million on Allocation Days, \$1.35 million through reserve funds)

**200 capital projects funded**

**Who participates as tenant delegates?**



**How did delegates rate the PB process?**



**Tenant Delegate: "I think it was a wonderful process, well organized and planned."**

**Only 6% of delegates thought the Allocation Day decisions were not fair**

**80% of delegates would like to be involved again next year**

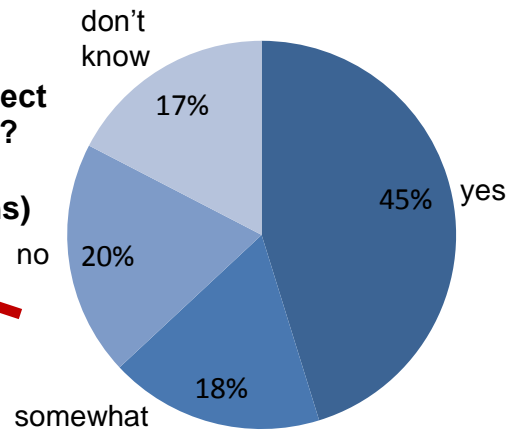
**Tenant Delegate: "It is very well done. So much better than 2008 and previous."**

## Implementation & Monitoring

- Only 30% of delegates knew the name of anyone on their monitoring committee (55% in OUK).
- 43% of tenants in Central buildings were informed about Allocation Day results via flyers posted in their buildings; only 20% of tenants in other directorates were.

**Only 45% of delegates reported that last year's funded project had been implemented**

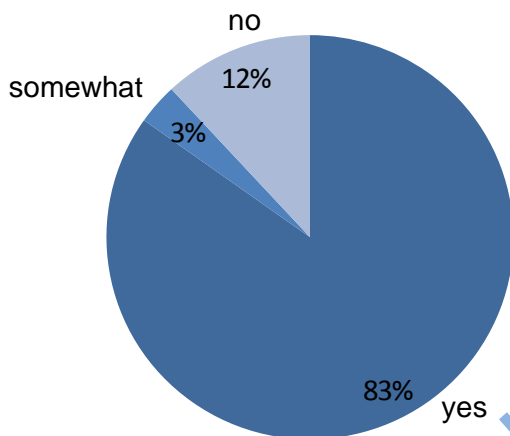
Was the previous year's project completed? (delegate perceptions)



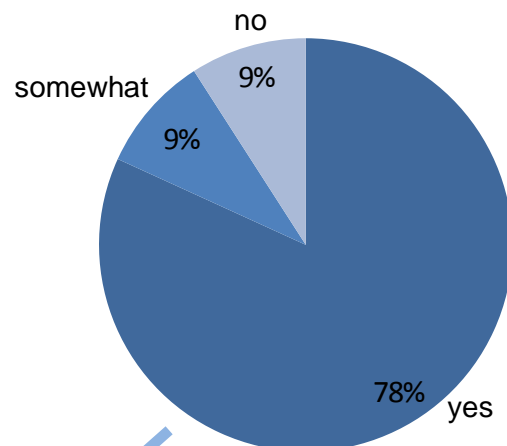
## Allocation Day Scheduling

Questions asked at Central Allocation Days:

Do you prefer evening Allocation Days?



Do you prefer local Allocation Days, in each OU?

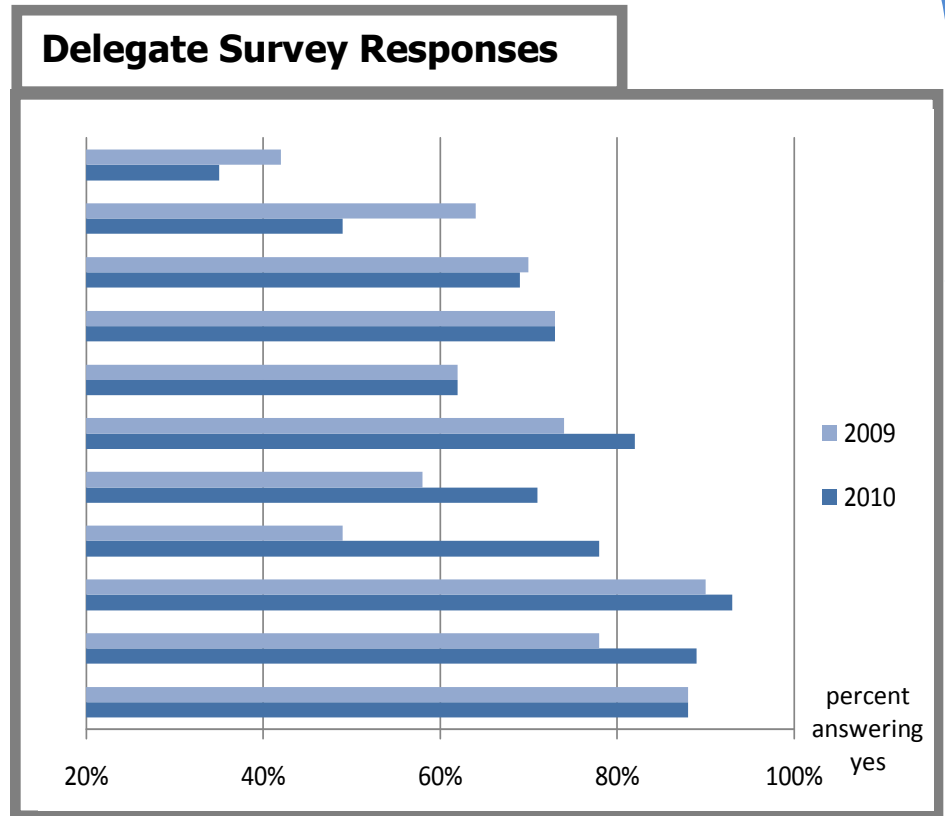


**In the Central directorate, 8 out of 10 delegates preferred Allocation Days to be in the evening and in their local OU.**

The number of delegates who said the identified priorities did not reflect their building meeting discussions was **cut in half from 2009 to 2010**

**35%** said there were enough people at their building meeting and **50%** that participants reflected the building population – **both down from 2009**

**80%** in seniors OUs said they had enough info to set priorities, compared with **67%** elsewhere



- Were enough tenants at your building meeting?
- Did the tenants at your building meeting reflect the building population?
- Did you have enough info to set priorities at the building meeting?
- Did the identified priorities reflect the discussions at the building meeting?
- Were your building's tenants informed enough about the building priorities?
- Were your building's delegates selected at your building meeting?
- Did delegates receive enough support in preparation for Allocation Day?
- Did delegates have enough time to prepare for Allocation Day?
- Did you have a clear understanding of the purpose of Allocation Day?
- Was there enough clarity around the rules of Allocation Day?
- Were presentations/displays easy to understand?













**82%** of the delegates were selected at building meetings, **up from 74% in 2009**

**Only 5%** said they did not have enough time or support to prepare for Allocation Day, **down from around 30% in 2009**











The percent of tenants who said the purpose and rules of Allocation Days were not clear **dropped from 10% in 2009 to 1% in 2010**

### 3. PROGRESS ON 2009 EVALUATION RECOMMENDATIONS

This section reviews the main recommendations made through the 2009 PB evaluation and the extent to which they have been followed. For each recommendation, the table below indicates if there has been no, some, or full implementation. “Partly implemented” generally means that the recommendation has been implemented in some areas but not others, or that some parts of the recommendation have been implemented but not others.

Recommendations	Not Implemented	Partly Implemented	Fully Implemented
<b>1. Building Meetings</b>			
a. Before meetings, distribute summaries of capital improvement plans, PB brochure, and building priority survey.			
b. During meetings, distribute and present capital improvement plans, PB brochure, explanation & photos of capital vs. operating costs, menu of project costs, list of past priorities, delegate responsibilities sheet.			
c. Set aside one delegate position for youth in each building with young tenants.			
d. Allocate 3 sticker dots to each tenant to vote for priorities.			
e. Allow delegates to serve for an optional second year.			
f. Sign a one-page agreement with each delegate describing the position.			
g. Clearly define the scope of work for project priorities, indicating desired locations and materials when possible.			
h. Allow tenants who cannot attend meeting to submit a ballot to the super.			
<b>2. Delegate Preparation</b>			
a. Hold training in each directorate on public speaking, preparing project proposals, budgeting, capital vs. operating funds, different funding sources.			
b. Provide delegates with handouts, displays, other materials from previous year.			
c. Organize bus tour for delegates to visit project priority sites from their OU.			
<b>3. Allocation Days</b>			
a. Allow time for Q&A after each presentation.			

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b. Use electronic voting or paper ballots to choose projects.	
c. Allow each delegate to cast 15 votes.	
d. Outline process for resolving ties before the voting.	
<b>4. Implementation &amp; Monitoring</b>	
a. Do not use the reserve fund on Allocation Day.	
b. Allow monitoring committees to allocate unused reserve funds to un-funded projects.	
c. Publicize completed PB projects with ceremonies and announcements.	
d. Have delegates report back to their buildings & tenant councils about PB.	
<b>5. Evaluation</b>	
a. Complete and compile building meeting report forms.	
<b>6. Outreach</b>	
a. Prepare and distribute PB brochure, flyers, and other basic materials, in multiple languages.	
b. Create animation committees, for delegates interested in promoting participation.	
c. Videotape Allocation Days and post videos online.	
d. Send results of PB process to Board of Directors to publicize.	
<b>7. Organization of Meetings</b>	
a. Present meeting rules orally, on handouts, and on flipcharts	
b. Decorate and play music at Allocation Days to make them exciting.	
c. Use pictures and graphics in handout and presentation materials	
<b>8. Consistency</b>	
a. Organize PB training and planning meetings for OU staff.	
b. Make the Allocation Day rules consistent across OUs.	
c. Create PB Steering Committee(s) to help plan the PB process.	

## 4. 2010 FINDINGS & RECOMMENDATIONS

This section presents key findings and recommendations on the main PB stages and issues, as identified by the evaluation team. The bullet-point findings are taken directly from researcher observations of PB meetings, the survey completed by tenant delegates, interviews with tenants and staff, workshops at which tenants and staff analyzed research data, staff debrief meetings, and a literature review. The report does not present all findings, but rather a sampling of the issues most often raised and the specific comments that offered the most insight into the PB process.

The bold findings headers synthesize these specific findings into main points. The recommendations are based on workshop and meeting discussions with tenants and staff.

### 4.1 Building Meetings

#### Findings

#### 1) Staff provided greater background information, but more still needed

- Staff generally explained the different funding sources available. (Observation)
- At some building meetings staff distributed new educational handouts explaining capital vs. operational costs. (Observation)
- “Record keeping seems to be a weak spot in the corporate structure. If you don’t know where you have been, how will you know where you are going?” (Tenant interview)
- Tenants asked for approximate cost of their priorities. Staff provided this information in some meetings. (Observation)
- Should provide menu listing different jobs and their costs (cameras, painting...) (Staff Meeting)
- Staff need more info on tenant priorities before building meetings to prepare better (Workshop)

#### 2) Meeting rules were clearer, but still some confusion

- At a building meeting, a 6 year-old kid was allowed to vote (Observation)
- Unclear if same tenant could be delegate multiple years in a row (Observation)
- Limit participation as delegate to 2 years max (Staff meeting)

#### 3) Low tenant participation in priority-setting in some areas

- Decisions were sometimes made through minimal participation (e.g. 3 tenants) (Observation)
- Area for improvement: Another method for tenants to decide priorities, to increase tenant participation (around time of building meetings, outside of meetings) (Staff meeting)
- Have building meeting, tenants pick top 3-5 priorities, send out survey with 3-5 and tenants drop off their survey with the Super. (Staff meeting)

#### 4) Less staff influence over decisions, but staff and tenant concerns remained

- "Staff are nervous about appearing to steer building meeting discussions, so they often avoid saying much about the quality of project ideas. Being prepared up front with this info at the beginning of the meeting and presenting it then could help avoid this perception of staff influence. This might be easier for staff, seem less reactionary." (Staff Interview)
- CHS pushed for carpet change at a building meeting. Tenants accepted, but after further review changed their priority at another meeting, *without* staff. (Observation)
- “You want to give people info that will help them but not info that might fool them into thinking things exist when they don’t exist for them. I can tell everybody that SIF exists, but it won’t cover most of what people think they should apply for.” (Staff Interview)

**5) Poorly informed decisions in some cases, especially for safety projects**

- Staff lamented that the quality of decision-making at the building level was sometimes weak because tenants did not have relevant information. (Staff Interviews)
- “People are not putting the right things on. And not because people are not paying attention, because we are not saying it well.” (Staff Interview)
- There were many proposals for security cameras, even though these are usually not the most effective way to reduce crime. (Observation)
- “Some project submissions were technically flawed. Example: Lighting concerns are usually addressed before cameras are installed.” (Survey)

**6) More project details needed by end of meetings**

- Once priorities are selected, determine specifications at meeting (Staff meeting)
- Scope of Work – need detailed, clear definition of work at end of the meeting (Staff meeting)

**7) Scope for PB projects was too limited**

- "PB this year was a bit harder to justify. People are asking: why are we doing stuff outside (common space) when my in-suite is falling apart." (Staff interview)
- Confirm what can be considered a capital item for areas that don't have common space i.e.: Townhouses (Staff meeting)
- Let tenants choose projects in individual units or common space (Staff meeting)

**8) Time frame of building meetings was very demanding for staff**

- “to organize and facilitate 20 building meetings is an amazing amount of work.” (Staff Interview)
- “it stretches our ability to get quotes if we're all getting them at once.” (Staff interview)
- Too many meetings in too short time affects quality (Staff meeting)

**Recommendations**

**1) Provide tenants with more information before and during building meetings:**

- a) *Before building meetings*, distribute to tenants PB fliers/brochures and surveys that solicit ideas about building priorities, and post in the lobby information on recent and scheduled capital improvements.
- b) Present tenants with different options for addressing common problems (security, bedbugs, etc.), along with pros and cons of each option.
- c) *During building meetings*, distribute and present PB brochure, menu of project costs, and handouts on 2-year capital improvement plans, un-funded priorities from previous year, different funding sources, and budget delegate responsibilities.

**2) Clarify rules of participation:**

- a) Establish a minimum age of 14 years for voting on project priorities.
- b) Establish term limit of 2 years for tenant budget delegates.
- c) If there are youth in the building, staff should try to recruit at least one to be a delegate.
- d) Provide each delegate with a one-page description of their position

**3) Clearly define the specification of project priorities at building meetings, indicating desired locations and materials when possible.**

**4) Makes clear rules around the procedure for changing priorities:** delegate has to make case to HPO & CHS, hold meeting or consult with tenants from the original building meeting, submit to HPO & CHS an agreement to change priorities signed by these tenants

## 4.2 Delegate Preparation

### Findings

#### 1) More information and guidance provided at delegate prep meetings, though not consistently across the portfolio

- 71% of delegates said that they received enough support to prepare for Allocation Day, up from 58% in 2009. Only 7% of delegates said that they did not receive enough support, compared with 27% in 2009. (Survey)
- Detailed powerpoint with graphics presented at many delegate prep meetings (Observation)
- In some OUs, delegates received Allocation Day booklet with all priorities a week before Allocation Day (Observation)
- In some OUs, delegates did not receive any training. Supplies were given to them to prepare their displays on their own. (Tenant Interview)
- Some tenants did not receive full quotes for their priority, only price per square foot. One tenant struggled to calculate the total, only received final quote on Allocation Day. (Observation)
- Some tenants were frustrated that they could not access background information on their building (i.e. when painted last, date of last capital improvement) (Observation)
- "They should provide paper and pens so we can write down notes." (Tenant interview)
- "Provide copies of past year's priorities and a list of which projects were funded" (Survey)

#### 2) Delegate did not include much hands-on learning

- Tenants sat in their seats for entire prep sessions, only speaking to ask questions. There were no practical opportunities to develop skills, such as practicing presentations. (Observation)
- "A copy of a mock speech should be prepared" (Survey)
- Suggestion: "More interaction with ongoing events and information sessions (especially for newcomers)" (Survey)

#### 3) Individualized support helped delegates participate more equally, but not enough was provided

- Some OUs organized flexible drop-in hours to provide tenants more support. (Observation)
- "the key is one-on-one interviews if you want full engagement and participation. Some people might call it "hand-holding." I am not writing anybody's speech for them...I am being readily available if you want some help. People have different skill levels... our job is to support them." (Staff interview)
- "Tenants should work with the CHS...to get better understanding of what it is that they are presenting and why" (Staff interview)
- "it is very important that different delegates get more support because not everyone is a self-starter. Staff should be assessing who the delegates are and then they can determine if they need more assistance." (Tenant interview)

#### 4) Quality of presentations and displays on Allocation Days varied greatly

- Some displays did not clearly identify or explain the priority. Others were confusing because they included all three priorities even though only one was presented on the ballot (Observation)
- At one Allocation Day, most boards followed the same pattern of design (Observation)
- Some delegates delivered passionate speeches, others did not know how to speak into microphone and could not be heard (Observation)

### 5) Better understanding of rules, but still some confusion

- Some tenants were unaware that *only* 1 priority could be put forward for voting (Observation)
- Although notably less than last year, ineligible items (not in common space) were presented at Allocation Day (Observation)
- “We need to provide more concrete examples of capital vs. operating... there are still some grey areas.” (Staff interview)

### Recommendations

#### 1) Provide delegates with more practical information and training during at least one delegate prep session in each OU:

- a) Distribute a standard info packet, including logistic info and a checklist for Allocation Day, information on building priorities, and paper and pens for note-taking.
- b) Show a short video or pictures of last year’s Allocation Day.
- c) Provide sample programs, displays and other materials from the prior year.
- d) Offer an opportunity to practice public speaking and using a microphone.

#### 2) Provide more personalized support for delegates:

- a) Have a drop-in support session for staff and tenant leaders to provide delegates with one-on-one help.
- b) YECs should provide additional support to young delegates.
- c) Encourage and support creative display boards and delegate presentations, within the guidelines for Allocation Day.
- d) Provide interpretation support for all stages of the PB, including building meetings, delegate prep sessions, Allocation Days, and for individual preparation, when needed.

#### 3) Provide a hard copy of the Allocation Day program to delegates, alternates and Tenant Reps at least two weeks before Allocation Day.



Staff showing a powerpoint presentation and a sample project display board from the previous year, during a delegate prep session.

## 4.3 Allocation Days

### Findings

#### 1) Rules were presented more clearly

- 9 out of 10 delegates thought that the rules of how to participate were clear enough, compared with 8 out of 10 in 2009 (Survey)
- 93% of delegates had a clear understanding of the purpose of Allocation Day (Survey)
- Staff sets out rules, re-emphasizes them, and waits for everyone to say yes before the meeting proceeds (Observation)
- Participants were excited because the goals and rules were clear. Staff used hand-outs, audio-visual, and interactive activities (Observation)
- "The goals and rules were incredibly clear, totally." (Tenant interview)

#### 2) Display boards were actively used in some areas but not in others

- At some Allocation Days, staff walked around the room carrying the display board during each presentation. (Observation)
- At some Allocation Days, the room lay out did not consider accessibility to display boards or their visibility. (Observation)
- Not all Allocation Days made accommodations for delegates to use their display boards during presentations (Observation)
- Tenant stresses that it's important to encourage all delegate to go over and see the displays: "give directions because some people didn't know what to do." (Tenant Interview)
- "Ask delegates to look at displays before voting." (Survey)
- Not everyone had same display boards, some were purchased (and nicer) (Workshop)
- All delegates should have the same amount of money to spend on displays/pictures (Workshop)

#### 3) Paper ballots decreased vote-trading and cheating, especially when voting was more private

- Only 6% of delegates reported that the decisions made were not fair. (Survey)
- "The [new] voting process I think really hindered vote-swapping." (Staff interview)
- "People are coming around [during voting]. They come over to look at your sheet to see if you voted for them...some people get cut throat." (Tenant Interview)
- At some Allocation Days, delegates were not allowed to stand up or talk once they received their ballot, until the ballot was cast. (Observation)
- "have voting done in a way that you can vote fairly for what you feel is most needed w/o pressure from presenters" (Survey)
- "I would like to see more privacy for each group" (Survey)
- Most PBs that use paper ballots have people fill out their ballots at private voting booths, like for other elections. (Literature Review)
- Not all delegates could read the ballot because the font was too small - use ballot used in central and seniors (Workshop)

#### 4) More deliberation about the quality of proposals, but not enough

- Unlike in 2009, tenants had time to ask questions after each presentation. (Observation)
- Tenants and staff complain that delegates are not engaging in "good" deliberation on Allocation Days - looking at advantages and disadvantages of proposed projects. (Observation)

- Need to stress equity amongst the group-sharing the pot (Staff meeting)
- Few tenants took notes in the Allocation Day programs. (Observation)
- It was difficult to flip through Allocation Day programs to find information (Tenant interview)

#### **5) Central tenants and staff preferred local Allocation Days**

- In the Central Directorate, where each OU held its own Allocation Day, roughly 80% of delegates reported that they preferred having Allocation Day locally in each OU (Survey)
- Staff in Central: "Last year Allocation Day was overwhelming...this year was better, it made tenants feel more at home." (Staff Interview)
- "What worked: Separate Allocation Days in each OU, led by local staff tenants know" (Staff meeting in Central)

#### **6) Staff support and preparation varied**

- YECs supported young delegates at some Allocation Days, not others (Observation)
- Decrease vote counting time by training staff on inputting votes into computer (Staff meeting)

#### **7) Purpose of 2<sup>nd</sup> and 3<sup>rd</sup> priorities was unclear**

- Delegate presenting the 2nd priority and not the 1st one - consider taking out 2nd and 3rd priorities from displays and PB Books (Staff meeting)
- "It was not made clear that we would only be able to present the #1 priority and not the 2nd & 3rd priorities" (Survey)

#### **8) Role for alternate delegates was unclear**

- There was no role for the alternates (Observation)
- Clarify the role of Alternates (Staff meeting)
- The Alternate can take notes, use it as a learning opportunity, share what they learned with community, be a support for the delegate, be an extra pair of eyes (Staff meeting)

#### **9) Broader staff and tenant involvement in preparing Allocation Day improved quality of day and increased buy-in**

- Steering committee was formed to plan and implement necessary things for Allocation Day, such as venue choice and food prep (Observation)
- A positive: Staff implemented the recommendations of the steering committee, for the voting process and criteria (health, safety, building improvement) (Workshop)
- What worked: Area staff (i.e.: TSCs, Supervisors & OU Managers) involvement in the preparation and support on the day (Staff meeting)

#### **10) Several Allocation Days made participation fun**

- Allocation Day started with drumming, this put a lot of energy in the room (Observation)
- Tenant complementing the Allocation Day: "It's nice to have a good time...we don't have to be so hard nosed all the time...let the community have fun." (Observation)
- "This is my first time and I had a lot of fun meeting new people from different areas." (Survey)

## Recommendations

- 1) Engage tenants in helping plan, design, and speak at Allocation Days.**
- 2) Provide supports to help delegates make more informed and less pressured decisions:**
  - a) Ensure sufficient space for displays.
  - b) Alternates should carry displays around room during presentations.
  - c) YECs and other youth staff should support young delegates during Allocation Day.
  - d) Give delegates a scorecard, sample ballot, or other tool to help them take notes, assess project proposals and make decisions based on need and equity.
  - e) Reiterate guiding questions and criteria to help delegates consider projects and make decisions.
  - f) Have delegates vote in private at voting booths.
- 3) Clarify rules about which priorities are presented on Allocation Day:**
  - a) Only include first priorities in presentations, displays, and programs.
  - b) Do not allow changes to priorities on Allocation Day.
- 4) Let each directorate decide with tenants whether to hold Allocation Days by OU or by directorate.**
- 5) Clearly define the role of alternates:**
  - a) Prepare for Allocation Day with the delegate.
  - b) Take notes on Allocation Day.
  - c) Carry display board around during presentation.
  - d) Discuss voting decisions with delegate.
  - e) Help answer questions about their proposal.
  - f) Help report back to community.
- 6) Make vote-inputting more efficient:**
  - a) Use new software or system that allows votes to be entered more quickly.
  - b) Train staff in vote-inputting and practice inputting votes before Allocation Day.
- 7) At the end of Allocation Day and afterwards, give encouragement or information about other funding sources to tenants whose projects were not selected.**

## 4.4 Implementation & Monitoring

### Findings

#### 1) Monitoring committees helped make project implementation more accountable

- Monitoring committees decided how to allocate most of the reserve funds. (Observation)
- “The monitoring committee gives tenants ‘real power’ to hold staff accountable.” (Tenant interview)

#### 2) Process for selecting monitoring committee members was unclear

- Staff asked for volunteers to sit on monitoring committee at some Allocation Days, at others they asked old members to stay on committees or picked names out of a hat (Observation)
- “They shouldn’t just pick names out of a hat – the monitoring committee is important and should be put to a vote.” (Tenant interview)
- “Monitoring selection was a farce.” (Survey)

#### 3) Roles and responsibilities of monitoring committees were unclear

- Staff noted that they lacked clear guidelines for the operation of the committee and distribution of reserve fund (Staff Interview)
- In some OUs, reserve funds were spent before approved projects were completed (Observation)
- “[Monitoring and implementation] played out differently in each directorate, and again that was because we didn’t really think that part through.” (Staff Interview)
- Monitoring committee too staff heavy (Staff meeting)
- Tenants should provide input on selecting contractor at the project level, quality control, pricing, and specifications (Staff meeting)
- Tenants shouldn’t have a say about contractors, in more cases we do not have the expertise, However, staff must seek tenant input for color for painting, tile replacement, etc. (Workshop)

#### 4) Insufficient communication between tenants, monitoring committees, and staff during implementation

- Only 31% of delegates know the names of any monitoring committee members, and 15% do not know what the monitoring committees are
- 29% of delegates reported that Allocation Day results were announced at Building Meetings, 35% that results were announced via flyers, and 22% that tenants were not informed at all
- Some delegates from 2009 complained that staff hardly consulted them about the PB projects in their building, “they did their own thing” (Observation)
- “The status updates need to be happening consistently. And it can’t be a piece of paper that CHM prepares, it has to be the CHS. You need someone who’s affiliated with the work and can explain status. Status is not a check mark, it’s an understanding.” (Staff interview)
- “After the PB when these jobs have to start being implemented...there is a lack of communication and lack of guidelines of who is the actual lead.” (Staff Interview)

#### 5) Insufficient tracking and publicity of completed projects

- Only 46% of delegates whose building won funding the prior year reported that the funded project had been implemented
- The East posted a PB Report Card on Allocation Day, listing the status of the 2009 projects (Observation)
- Most PBs publish maps or charts each year indicating which projects were and were not completed the prior year. (Literature review)

**Recommendations**

- 1) Establish clearer roles for and communication with monitoring committees:**
  - a) Select monitoring committee members on Allocation Day, by picking committee member names out of a hat, from amongst interested and qualified candidates.
  - b) Have monitoring committee members develop and sign an agreement that outlines committee roles and responsibilities.
  - c) Share names of monitoring committee members with local tenant councils, CHSs, HPOs and supers.
  - d) Monitoring committee members should send updates on project progress to delegates.
  - e) Twice a year bring together the different monitoring committees in a central monitoring committee, so that members can share best practices and ideas.
  
- 2) Publicize results of Allocation Days and completion of projects:**
  - a) Post flyers announcing PB allocation results in buildings after Allocation Day.
  - b) Publicize completed projects with ceremonies and announcements.
  - c) Tenant delegates should report back to building meetings and council meetings about PB results.
  - d) Publish a map/chart each year indicating which projects were completed the prior year.

EAST - OUG		
Building	Item	Status
Parkwoods Rayoak	Playground 0-6yrs	Completed
Flemingdon Park	Playground	Completed
Leslie Finch (Sparrowways)	Security Cameras	Work has been awa
Shaughnessy Blvd	Phase one Bathrooms	Work Completed
Victoria Park Chester Le	Washroom renovations	Work Completed
Agnes McPhail	Intercom System <b>Changed to Camera</b>	Work has been awa
O'Connor Drive (Townhouses)	Landscaping pruning trees	Work Completed
Finch Brahms	Additional Cameras	Worked has been a
Willowdale Ave	Paint two buildings	Work Completed
Centennial Apts	Upgrades to main Community Room	Work Completed
Sheppard Victoria Park	Plaster & Paint	Work Completed
Allenbury Gardens	Pruning & dead tree removal	Work Completed
Leslie Nyemark		

A report card, posted at the East Allocation Day, detailing progress made on the previous year's funded projects.

## 4.5 Evaluation

### Findings

#### 1) Participatory Evaluation helped build agreement around improvements to PB

- 23 of the 31 main recommendation from 2009 were implemented at least partly (Observation)
- Positive: Engaging staff to work more with tenants (Workshop)
- Staff react negatively to materials that are sent out that they weren't part of (Staff meeting)
- "The two final workshop sessions did more to help staff understand the evaluation and issues than the report itself could. This is great for one part of it, but staff need to still do presentation for community health teams afterwards." (Staff interview)
- When questions emerged about the PB, staff consulted the report. (Staff meeting)
- "We should have started the evaluation earlier, from year one." (Staff interview)

#### 2) Participatory Evaluation strengthened tenant capacities & understanding of PB

- "Keep writing out research observation reports made me become more detailed" (Workshop)
- "There were enough workshops to help the group gain an understanding of how research is done" (Workshop)
- Researchers are writing and talking about PB more broadly, preparing flowcharts and asking about PB processes elsewhere. (Observation)
- Some researchers did not know how to save a file, can now type and email notes. (Observation)
- Many of the researchers have started using the facilitation techniques they've learned in the research workshops, when they facilitate meetings for other groups. (Observation)

#### 3) Active staff evaluation of PB is a challenge

- "Staff generally aren't used to having to do so much for an evaluation." (Staff meeting)
- Staff have little time to "read and reflect." (Staff interview)
- Many staff were unaware of the evaluation and its purpose (Observation)
- Some staff felt that their input did not play a big enough role in the evaluation: "staff input is just as important as tenant input." (Staff Interview)
- "A lot of staff might not have valued the evaluation... we need to work on this." (Staff meeting)
- "Evaluation needs to be part of PB...we always leave it to the last minute." (Staff interview)

#### 4) Meaningful participatory evaluation requires a significant time investment

- Participatory research with tenants requires substantial individualized support (Observation)
- After 8 workshops with researchers: "More workshops would be better." (Staff Interview)

#### 5) Inconsistent distribution and processing of tenant surveys

- Some CHMs and OUMs were unaware of the survey until the day before Allocation Day, although the Community Health Unit sent out the survey earlier. (Observation)
- At some Allocation Days, surveys were not given out (Observation)
- More surveys were returned when they were distributed at the beginning of Allocation Day or during vote counting than when they were given out after the end of the day. (Observation)
- "It was too difficult and time-consuming to enter survey data in Excel. In the past we had another program that was much easier and quicker." (Staff interview)

#### 6) Little monitoring of building meetings

- Building meeting report templates were distributed to staff, but data from completed forms was not compiled or utilized. (Observation)

- Turnout data is not compiled from building meetings, so TCH does not know how many tenants participate in PB each year. (Observation)
- In the West, staff input report meeting data directly into Blackberries at end of meetings, and email it off. (Observation)

### Recommendations

#### 1) Share the evaluation findings and recommendations more broadly:

- a) Tenant researchers and staff present the findings and recommendations at community health team meetings and tenant council meetings.
- b) Incorporate evaluation findings into PB educational and promotional material
- c) Post select findings on the TCH website.
- d) Share the evaluation results with the TCH Board.

#### 2) Conduct full participatory evaluations periodically, but not in 2011.

#### 3) Incorporate basic evaluation practices into the PB process:

- a) Staff complete report forms at each building meeting and email them to Community Health Managers and Community Health Unit.
- b) Community Health Managers monitor forms and flag any problems, and Community Health Unit compiles and stores data.
- c) Continue to conduct tenant surveys on Allocation Day. Hand out surveys before votes are counted and make sure they are collected before tenants leave.
- d) Work with IT staff to set up a more user-friendly data entry program for surveys, and train admin staff in the program, so surveys can be carried out more easily.
- e) Include an evaluation meeting or meetings with staff and tenant delegates in the annual PB cycle, shortly after the Allocation Days.



Analyzing evaluation indicators through an evaluation workshop activity

## 4.6 Outreach

### Findings

#### 1) PB attracts many first-time participants

- 47% of delegates were participating for the first time (Survey)
- What worked: Good mix of reps, tenants who have been involved before, and tenant participants new to the process (Staff meeting)

#### 2) Turnout at building meetings varies greatly

- Turnout at some building meetings was as low as .6% of tenants, at others as high as 28% of tenants (Observation)
- At building of 325 units, there were more staff than tenants at the meeting (Observation)
- Roughly 4% of tenants attend building meetings overall (Observation)

#### 3) Publicity and outreach for building meetings varies greatly

- Notice was put up the day before the building meeting (Tenant Interview)
- Some buildings had many flyers, in multiple languages (Observation)
- Poor outreach in large building; one English-language flyer only (Observation)
- “It can’t only be TCHC staff out there all the time to gather all the tenants, you need the tenant reps to be out there to advocate for the tenants.” (Staff interview)
- “Send notices to each tenant to ask them to please take part in these meetings” (Survey)
- “Lobby info tables to inform tenants about problems.” (Survey)

#### 4) PB flyers and publicity materials look institutional and uninteresting

- Area for improvement: “A flier that speaks to your audience” (Survey)
- The PB flyers are boring (Workshop)
- “The Community Health Unit is charged with translating corporate initiatives to life, but doesn’t know how to do this.” (Staff interview)
- Tenants designed their own PB poster and it was much more interesting (Workshop)

#### 5) Many tenants are unaware of PB decisions

- 3 out of 5 delegates thought that tenants in their building were sufficiently informed about the building’s identified priorities – the same as in 2009
- Only 45% of delegates reported that last year’s funded project had been completed

#### 6) Little current information about PB on TCH website

- TCH PB webpage has not been updated since 2007, still explains PB as 1.8 Day (Observation)
- “Make [results] available on the TCHC website.” (Survey)

#### 7) Tenants are eager to increase turnout, but few organized opportunities to help

- “I wish there was more I could do to bring people out.” (Tenant interview)
- Suggestions: “Tenants rep stand in lobbies on a set date engaging tenants as they walk in about PB issues. Tenant Rep knocking on doors, having conversation with tenants” (Survey)
- In Spain, PBs often boost turnout by creating “motor groups” – past PB participants who take responsibility for generating community interest and publicizing meetings. (Literature review)

#### 8) Little PB outreach or collaboration outside of TCH

- “We need to give PB the profile it ought to have, talk to organizations, city councilors. Leaving

lected officials out decreases the impact in the city. Linking with them could lead to matching funds.” (Staff interview)

- Need better explanation of the purpose and process to community partners, agencies, local politicians (Staff meeting)
- “Organizations should be invited to building meetings, to provide support and help engage tenants. And invite potential partners to Allocation Days.” (Staff interview)

## Recommendations

### 1) Make PB flyers and publicity more accessible, engaging and exciting:

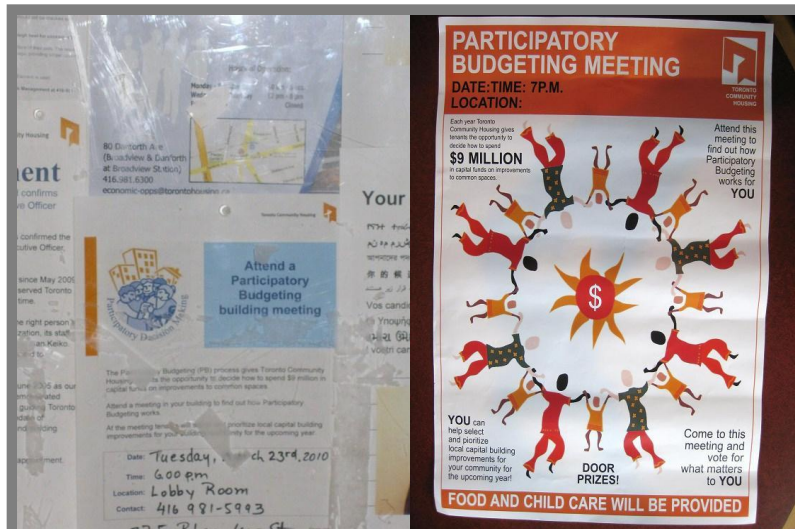
- Hold tenant competition to design new PB flyers.
- Create a visual branding of the PB process: consistent look and message on materials
- Prepare and post standard flyers for building meetings in multiple languages
- Post flyers in common areas, on every floor of buildings, and in town-houses
- Post flyers at least 2 weeks before meetings, and make sure they stay up or are replaced
- In buildings with TCH video screens in common areas, display PB info on the screens.
- Regularly update PB info on TCH website, and post a calendar of upcoming building meetings and Allocation Days.
- Staff and tenants should create a short and engaging PB video, to be posted online and used throughout the portfolio at meetings.
- Tenant leaders and staff should promote PB by tabling in building lobbies.
- Post a calendar of buildings meetings in each OU office
- Email announcements about building meetings to tenant reps and leaders.

### 2) Collaborate with tenant groups to promote PB:

- Work with tenant councils, committees, and groups to educate tenants about PB.
- Make PB a standard agenda item at tenant council and building meetings.
- Establish “animation committees” of former delegates interested in engaging tenants.

### 3) Organize more outreach outside TCH:

- Collaborate with existing TCH partner organizations to engage tenants
- Invite local politicians and media to Allocation Days.
- Present PB experience to TCH Board and City Council.
- Organize public events to present PB process, to celebrate its 10-year anniversary.



A standard PB flyer on the left, and an alternative flyer designed by tenants on the right.

## 4.7 Organization of Meetings

### Findings

#### 1) Participation requires comfortable rooms

- Most common tenant suggestion: Meet in cooler rooms, with air conditioning (Survey)
- Suggestion for building meetings: “A larger space... heads block view of boards.” (Survey)

#### 2) Food matters

- “The reason for low turnout was poor quality of food.” (Tenant interview)
- Need halal food, should know where it’s brought from (Survey)
- Have healthier choices for dinner, decaf coffee, cold ice water (Survey)

#### 3) Interpretation helps everyone participate; translation would too

- Interpreters were used at most Delegate Prep sessions and Allocation Days. (Observation)
- PB flyers and materials were not translated, which might have decreased participation and understanding for non-English speakers. (Observation)

#### 4) Presentation of rules and information is not accessible to many tenants

- Information needs to be shared in ways that work for all tenants (Staff meeting)
- Most PB materials and presentations are text-heavy, with few visuals and bureaucratic appearance (Observation)
- Constant repetition of rules is needed to allow tenants to learn (Tenant Interview)
- Suggestion: Use ice breakers - play game (Survey)

#### 5) More staff coordination

- Staff was well organized with registration. Tables were registered by colour i.e. OUC was blue, OUD was green. (Observation)
- At one Allocation Day, it was difficult to differentiate between staff and tenants. At other Allocation Day, staff looked unified with same shirts and nametags. (Observation)
- What worked: Co-facilitation between staff (Staff meeting)

### Recommendations

1) **Ensure that meeting rooms are comfortable, accessible, clean, adequately ventilated, and large enough to accommodate all tenants and displays.**

2) **Staff should wear nametags to be identifiable at events.**

3) **Create standard checklist for healthy meeting refreshments.**

4) **Translate basic PB flyers and info materials in advance.**

5) **Communicate rules and information more clearly**

- a) Present meeting rules orally and visually.
- b) Check that staff and tenants agree on rules at the start of the meeting.
- c) Use more visuals in presentations and materials.
- d) Work with a graphic designer to make PB materials more engaging and accessible.

6) **Have co-facilitators for meetings and events.**

## 4.8 Consistency

### Findings

#### 1) Basic PB rules vary across TCH, leading to staff and tenant confusion

- Delegates switched priorities on Allocation Days: in some OUs this was not permitted, while in others, delegates exercised a lot of discretion (Observation)
- At some building meetings staff still explained PB as 1.8 day (Observation)
- Some town-house communities were allowed to vote on in-suite items. (Observation)
- Processes for building meeting voting, Allocation Day voting, and selection of monitoring committee members varied across TCH. (Workshop)
- "Clarify the rules prior to the event and make sure that all communities are represented fairly and on even terms." (Survey)

#### 2) Insufficient central support and training for staff

- "this thing (PB) is getting big enough...you should have a project manager for the directorate where one person would be coordinating all this..." (Staff interview)
- We need more centralized coordination because there is no consistency across portfolios, no enforcement of existing rules, and more often than not, staff are left to improvise the process. (Staff interview)
- "We need to make it easier for frontline staff... it's a lot of meetings." (Staff interview)
- Area for improvement: Distribution of material (i.e.: Spreadsheets, ballots, inputting system, etc.) - needs to be more timely from 931 (Staff meeting)
- Need more staff training and engagement (Staff meeting)
- "[The advantage] of a staff steering committee is the quickness in which it turns something around. If suddenly we come up against something... you can get that group together, get an answer and move forward." (Staff interview)

#### 3) Flexibility allowed for innovations in some areas

- Central OUs organized local Allocation Days, which were popular with tenants (Observation)
- OUF uses an entirely different Allocation Day process, based on divvying up fake dollar bills through consensus (Observation)

### Recommendations

#### 1) Make PB principles and basic rules the same across TCH.

- a) Outline principles and basic rules for each stage of the PB process in a guidebook, based on the PB Evaluation and in consultation with staff and tenants.
- b) Distribute the guidebook widely to staff and tenants, and post online.

#### 2) Provide consistent staff training and support across TCH.

- a) Organize staff training and orientation at beginning of PB cycle to ensure that staff walk-away with the same information.
- b) Distribute and use a *common* script, task checklist and materials for all building meetings across TCH.
- c) Ensure that all PB materials are available to staff before the first building meeting.
- d) Create a tenant-staff steering committee to oversee the PB process. (tenants come from monitoring committees)

## 4.9 What Happens When?

2010 PB Cycle		
January to February	<b>Planning</b>	<ul style="list-style-type: none"> <li>• Staff hold planning meetings</li> <li>• Staff and tenants do outreach</li> </ul>
February to April	<b>Building Meetings</b>	<ul style="list-style-type: none"> <li>• Staff provide information on PB process and capital improvements</li> <li>• Tenants brainstorm building needs and project ideas</li> <li>• Tenants vote on project proposals</li> <li>• Tenants select budget delegates</li> </ul>
April to May	<b>Delegate Prep Meetings</b>	<ul style="list-style-type: none"> <li>• Staff and delegates review plans for Allocation Day</li> <li>• Delegates prepare display boards and presentations</li> </ul>
May	<b>Allocation Days</b>	<ul style="list-style-type: none"> <li>• Delegates present and discuss project proposals</li> <li>• Delegates vote on which projects receive funding</li> </ul>
May to December	<b>Implementation &amp; Monitoring</b>	<ul style="list-style-type: none"> <li>• Delegates and staff report back to buildings about PB decisions</li> <li>• Staff and tenants meet to evaluate the PB and plan next cycle</li> <li>• TCH implements projects that received funding</li> <li>• Monitoring committees monitor implementation of projects</li> </ul>
Recommended 2011 PB Cycle (changes in bold)		
August to September	<b>Planning</b>	<ul style="list-style-type: none"> <li>• <b>Staff hold orientation and planning meetings</b></li> <li>• <b>Staff set dates for building meetings and Allocation Days</b></li> <li>• <b>Staff prepare PB promotional and info materials</b></li> </ul>
September	<b>Outreach</b>	<ul style="list-style-type: none"> <li>• <b>Staff and tenants do outreach to tenant reps and leaders, and to community partners</b></li> <li>• <b>Staff and tenants publicize building meetings</b></li> </ul>
October to December	<b>Building Meetings</b>	<ul style="list-style-type: none"> <li>• Staff provide information on PB process and capital improvements</li> <li>• Tenants brainstorm building needs and project ideas</li> <li>• Tenants vote on project proposals</li> <li>• Tenants select budget delegates</li> </ul>
January	<b>Delegate Prep</b>	<ul style="list-style-type: none"> <li>• Staff and delegates learn about and prepare for Allocation Day</li> <li>• Delegates prepare display boards and presentations</li> <li>• <b>Staff provide individualized support for delegate preparation</b></li> </ul>
February to March	<b>Allocation Days</b>	<ul style="list-style-type: none"> <li>• Delegates present and discuss project proposals</li> <li>• Delegates vote on which projects receive funding</li> <li>• <b>Delegates select monitoring &amp; animation committee members</b></li> </ul>
March to December	<b>Project Implementation &amp; Monitoring</b>	<ul style="list-style-type: none"> <li>• Delegates and staff report back to buildings about PB decisions</li> <li>• Staff and tenants meet to evaluate the PB and plan next cycle</li> <li>• TCH implements projects that received funding</li> <li>• <b>TCH publicizes completed projects</b></li> <li>• Monitoring committees monitor implementation of projects</li> </ul>

## 4.10 Who Does What?

### 2010 Roles and Responsibilities

<b>Tenants</b>	<ul style="list-style-type: none"> <li>• Attend building meetings</li> <li>• Brainstorm building needs</li> <li>• Discuss and prioritize initial project ideas</li> <li>• Vote on project proposals</li> <li>• Select tenant budget delegates</li> <li>• Provide input on project details and specifics</li> </ul>
<b>Tenant Delegates</b>	<ul style="list-style-type: none"> <li>• Attend delegate prep meeting</li> <li>• Facilitate communication between tenants and staff about projects</li> <li>• Prepare project display boards and presentations</li> <li>• Present and discuss project proposals at Allocation Days</li> <li>• Vote on which projects receive funding at Allocation Days</li> </ul>
<b>Tenant Monitoring Committees</b>	<ul style="list-style-type: none"> <li>• Monitor implementation of funded projects</li> <li>• Communicate tenant complaints about projects to appropriate staff</li> <li>• Review projects that require funds from the Reserve Fund</li> <li>• Approve allocation of unused reserve funds to unfunded projects</li> </ul>
<b>PB Research &amp; Evaluation Committee</b>	<ul style="list-style-type: none"> <li>• Observe and evaluate Allocation Days</li> <li>• Help design budget delegate survey</li> <li>• Interview budget delegates</li> <li>• Review research findings and propose improvement for PB process</li> <li>• Present findings and recommendations</li> </ul>
<b>Property Managers, Building Staff, Tenant Service Coordinators, Customer Service Facilitators</b>	<ul style="list-style-type: none"> <li>• Attend building meetings and Allocation Days</li> <li>• Promote tenant participation in the PB process</li> </ul>
<b>Superintendents</b>	<ul style="list-style-type: none"> <li>• Help prepare and promote building meetings</li> <li>• Promote tenant participation in the PB process</li> <li>• Attend building meetings</li> <li>• Provide cost estimates for project proposals</li> <li>• Support PB process during Allocation Days</li> <li>• Consult with tenants in the building on project aesthetics &amp; details</li> </ul>
<b>Community Housing Supervisors</b>	<ul style="list-style-type: none"> <li>• Reserve and prepare spaces for building meetings</li> <li>• Attend building meetings</li> <li>• Present upcoming capital improvement plans for each building</li> <li>• Follow-up on maintenance concerns raised at meetings</li> <li>• Provide cost estimates for project proposals</li> <li>• Support PB process during Allocation Days</li> <li>• Report back to monitoring committees</li> <li>• Consult with tenants in each building on project aesthetics &amp; details</li> </ul>

<b>Health Promotion Officers, Comm. Safety Promotion Officers, Youth Engagement Coordinators</b>	<ul style="list-style-type: none"> <li>• Promote tenant participation in the PB process</li> <li>• Distribute information materials about PB to all tenants</li> <li>• Co-facilitate building meetings and delegate-prep meetings</li> <li>• Offer feedback and technical assistance on project proposals</li> <li>• Assist budget delegates in their preparation for Allocation Days</li> <li>• Support the PB process during Allocation Days</li> <li>• Identify successes and challenges of PB process</li> </ul>
<b>Community Health Managers</b>	<ul style="list-style-type: none"> <li>• Organize PB planning meeting for OU staff</li> <li>• Prepare agendas and materials for Allocation Days</li> <li>• Send delegates rules and guidelines for Allocation Days</li> <li>• Reserve spaces for delegate prep sessions and Allocation Days</li> <li>• Lead and facilitate delegate prep sessions and Allocation Days</li> <li>• Support monitoring committees</li> <li>• Identify successes and challenges of PB process</li> </ul>
<b>Operating Unit Managers</b>	<ul style="list-style-type: none"> <li>• Organize PB planning meeting for OU staff</li> <li>• Provide existing capital plan and funding info for each building</li> <li>• Co-facilitate delegate-prep meetings and Allocation Days</li> </ul>
<b>Community Health Unit</b>	<ul style="list-style-type: none"> <li>• Prepare PB brochure, flyers, other promotional and info materials</li> <li>• Determine size of funding envelopes for each OU</li> <li>• Design and administer budget delegate survey</li> <li>• Support PB process during Allocation Days</li> <li>• Coordinate distribution of budget funds</li> <li>• Send results of PB process to Board of Directors to publicize</li> </ul>
<b>HSI (Contractor)</b>	<ul style="list-style-type: none"> <li>• Provide cost estimates for project proposals</li> <li>• Implement funded projects</li> </ul>
<b>Recommended 2011 Roles and Responsibilities (changes in bold)</b>	
<b>Tenants</b>	<ul style="list-style-type: none"> <li>• Attend building meetings</li> <li>• Brainstorm building needs</li> <li>• Discuss and prioritize initial project ideas</li> <li>• Vote on project proposals</li> <li>• Select tenant budget delegates</li> <li>• Provide input on project details and specifics</li> </ul>
<b>Tenant Delegates</b>	<ul style="list-style-type: none"> <li>• Attend delegate prep meeting</li> <li>• Facilitate communication between tenants and staff about projects</li> <li>• Prepare project display boards and presentations</li> <li>• Present and discuss project proposals at Allocation Days</li> <li>• Vote on which projects receive funding at Allocation Days</li> <li>• <b>Select monitoring committee members</b></li> <li>• <b>Update tenants on PB at building meetings</b></li> <li>• <b>Report back to tenant councils and neighborhood councils</b></li> <li>• <b>Promote tenant participation in the PB process</b></li> </ul>

<b>Tenant Alternates</b>	<ul style="list-style-type: none"> <li>• <b>Attend delegate prep meeting</b></li> <li>• <b>Facilitate communication between tenants and staff about projects</b></li> <li>• <b>Prepare project display boards and presentations</b></li> <li>• <b>Carry display boards around room during presentations</b></li> <li>• <b>Discuss project proposals at Allocation Days</b></li> <li>• <b>Update tenants on PB at building meetings</b></li> <li>• <b>Report back to tenant councils and neighborhood councils</b></li> </ul>
<b>Tenant Monitoring Committees</b>	<ul style="list-style-type: none"> <li>• Monitor implementation of funded projects</li> <li>• Communicate tenant complaints about projects to appropriate staff</li> <li>• Review projects that require funds from the Reserve Fund</li> <li>• Approve allocation of unused reserve funds to unfunded projects</li> <li>• <b>Help organize PB orientation and planning meetings for OU staff</b></li> </ul>
<b>Tenant Animation Committees</b>	<ul style="list-style-type: none"> <li>• <b>Promote tenant participation in the PB process</b></li> </ul>
<b>Property Managers, Building Staff, Tenant Service Coordinators, Customer Service Facilitators</b>	<ul style="list-style-type: none"> <li>• Attend building meetings and Allocation Days</li> <li>• Promote tenant participation in the PB process</li> </ul>
<b>Superintendents</b>	<ul style="list-style-type: none"> <li>• Help prepare and promote building meetings</li> <li>• Attend and provide support at building meetings and Allocation Days</li> <li>• Provide cost estimates for project proposals</li> <li>• Consult with tenants in the building on project aesthetics &amp; details</li> </ul>
<b>Community Housing Supervisors</b>	<ul style="list-style-type: none"> <li>• <b>Prepare menu of common project costs</b></li> <li>• <b>Co-facilitate building meetings.</b></li> <li>• Present upcoming capital improvement plans for each building</li> <li>• <b>Fill out building meeting report form and send to CHM</b></li> <li>• <b>Offer feedback and technical assistance on project proposals</b></li> <li>• Provide cost estimates for project proposals</li> <li>• Support PB process during Allocation Days</li> <li>• Follow-up on maintenance concerns raised at meetings</li> <li>• Report back to monitoring committees</li> <li>• Consult with tenants in each building on project aesthetics &amp; details</li> <li>• <b>Help organize PB training and orientation for OU staff</b></li> </ul>
<b>Health Promotion Officers, Comm. Safety Promotion Officers, Youth Engagement Coordinators</b>	<ul style="list-style-type: none"> <li>• <b>Reserve and prepare spaces for building meetings</b></li> <li>• Promote tenant participation in the PB process</li> <li>• Distribute information materials about PB to all tenants</li> <li>• Co-facilitate building meetings and delegate-prep meetings</li> <li>• Assist budget delegates in their preparation for Allocation Days</li> <li>• Support the PB process during Allocation Days</li> <li>• Identify successes and challenges of PB process</li> <li>• <b>YECs support young delegates throughout PB process</b></li> </ul>

<p><b>Community Health Managers</b></p>	<ul style="list-style-type: none"> <li>• <b>Organize PB orientation and planning meetings for OU staff</b></li> <li>• Prepare agendas and materials for Allocation Days</li> <li>• Send delegates rules and guidelines for Allocation Days</li> <li>• Reserve spaces for delegate prep sessions and Allocation Days</li> <li>• Lead and facilitate delegate prep sessions and Allocation Days</li> <li>• <b>Collect and process building meeting report forms and Allocation Day surveys, send to Community Health Unit</b></li> <li>• Support monitoring committees</li> <li>• Identify successes and challenges of PB process</li> <li>• <b>Invite local politicians and organizations to Allocation Days</b></li> </ul>
<p><b>Operating Unit Managers</b></p>	<ul style="list-style-type: none"> <li>• <b>Organize PB orientation and planning meetings for OU staff</b></li> <li>• Provide existing capital plan and funding info for each building</li> <li>• <b>Ensure that CHS and Super are prepared for building meetings</b></li> <li>• Co-facilitate delegate-prep meetings and Allocation Days</li> <li>• <b>Publicize completed PB projects</b></li> </ul>
<p><b>Community Health Unit</b></p>	<ul style="list-style-type: none"> <li>• <b>Project manage PB</b></li> <li>• Prepare PB brochure, flyers, other promotional and info materials</li> <li>• <b>Organize delegate training activities</b></li> <li>• Determine size of funding envelopes for each OU</li> <li>• Design and administer budget delegate survey</li> <li>• <b>Collect and store info from building meeting report forms &amp; surveys</b></li> <li>• <b>Videotape Allocation Days and post video online</b></li> <li>• Support PB process during Allocation Days</li> <li>• <b>Present evaluation findings to staff and tenants</b></li> <li>• Coordinate distribution of budget funds</li> <li>• Send results of PB process to Board of Directors to publicize</li> <li>• <b>Propose improvement for the PB process and develop tools and practices for implementing changes</b></li> <li>• <b>Coordinate outreach to community organizations and politicians</b></li> <li>• <b>Update PB info on TCH website</b></li> </ul>
<p><b>HSI (Contractor)</b></p>	<ul style="list-style-type: none"> <li>• <b>Prepare menu of common project costs</b></li> <li>• Provide cost estimates for project proposals</li> <li>• Implement funded projects</li> </ul>
<p><b>PB Steering Committee</b></p>	<ul style="list-style-type: none"> <li>• <b>Revise PB process based on evaluation findings &amp; recommendations</b></li> <li>• <b>Help plan Allocation Days</b></li> </ul>

## 5. EVALUATION TOOLS

This section proposes evaluation tools for future PB processes, based on the evaluation experiences in 2009 and 2010.

### 5.1 Building Meeting Report Form

1. Basic Information						
1) Date:			2) Time:			
3) OU:			4) Building Name/Address:			
5) Number of Units:			6) Number of Tenants in Building:			
2. Attendance (indicate number present, and names if relevant)						
Tenants	Youth (14-29)	Children	Tenant Rep	Staff	Community Partners	Other
3. Outreach						
<input type="checkbox"/> Flyers posted <input type="checkbox"/> Notices delivered to units <input type="checkbox"/> Phone calls <input type="checkbox"/> Door-to-Door <input type="checkbox"/> Other:						
4. Supports Provided						
<input type="checkbox"/> Interpreters - Languages: <input type="checkbox"/> Food <input type="checkbox"/> Childcare Reimbursement <input type="checkbox"/> Handouts <input type="checkbox"/> Flipcharts / Visual Aids						
5. Capital Priorities Identified						
Priority	Votes	Action				

<b>6. Other Issues Raised</b>		
<b>Issue</b>	<b>Action</b>	
<b>7. Delegates Selected</b>		
Delegate:	Alternate:	
<b>8. Comments</b>		
Best Practices (What worked):		
Problems and Challenges:		
Form completed by:		

## 5.2 Allocation Day Tenant Survey

# Participatory Budgeting Evaluation Form

In order to continue to improve Participatory Budgeting (PB), we need your input! Please **circle your answers** to the questions below, and write additional comments when appropriate.

<b>Personal Information</b>				
1) Role in the Participatory Budgeting process:	Delegate	Alternate Delegate	Don't know	Other
2) Age:	Under 21	21-28	29-59	Over 59
3) Gender:	Female	Male	Other	
4) Before this year, how many times had you participated in a PB Allocation Day?	0 times	1-3 times	More than 3 times	
<b>Building Meetings</b>				
5) Did you attend the building meeting when your building's spending priorities were identified (in February, March or April)?	Yes	No	Don't know	
6) Did the tenants at your building meeting reflect the demographics (age, race, gender, etc.) of your building?	Yes	Somewhat	No	Don't know
7) Were enough tenants at your building meeting?	Yes	Somewhat	No	Don't know
8) Did you have enough information to be able to set priorities at the building meeting?	Yes	Somewhat	No	Don't know
9) Did the identified priorities reflect the discussions at the building meeting?	Yes	Somewhat	No	Don't know
10) Were tenants in your building sufficiently informed about the building's identified priorities?	Yes	Somewhat	No	Don't know
<i>If yes or somewhat, when were tenants informed about the identified priorities?</i>	Right after the Building Meeting	Before Allocation Day	On or after Allocation Day	Don't know
11) How would you suggest improving Participatory Budgeting building meetings next year?				

<b>Delegate Preparation for Allocation Day</b>				
12) Were the delegates for your building selected at your Participatory Budgeting building meeting?	Yes	No	Don't know	
13) Did delegates receive enough support in preparation for Allocation Day?	Yes	Somewhat	No	Don't know
14) Did delegates have enough time to prepare for Allocation Day?	Yes	Somewhat	No	Don't know
15) What additional support and preparation should delegates have next year, if any?				
<b>Allocation Day</b>				
16) Did you have a clear understanding of the purpose of Allocation Day?	Yes	Somewhat	No	Don't know
17) Was there enough clarity around the rules of how to participate throughout the day?	Yes	Somewhat	No	Don't know
18) Do you prefer to have Allocation Day on a weekday evening? (versus during the day on a Saturday)	Yes	Somewhat	No	Don't know
19) Do you prefer to have a separate Allocation Day in each OU? (vs. one big event for each directorate)	Yes	Somewhat	No	Don't know
20) Were the funding decisions made on Allocation day fair?	Yes	Somewhat	No	Don't know
21) How would you suggest improving the Allocation Day next year?				
<b>Monitoring &amp; Implementation</b>				
22) After last year's Allocation Day, how were tenants in your building informed about the results?	They were not informed	Announcement at Building Meeting	Flyers posted in building	Other:
23) If your building won funding last year, was the project implemented?	Yes	Somewhat	No	Don't know
24) Do you know the names of any tenants who are members of the PB Monitoring Committee?	Yes	No	Don't know what the Monitoring Committee is	

<b>General</b>									
25) On a scale of 1 to 10 how would you rate the Participatory Budgeting process at TCH? (1 = very bad, 10 = very good)									
1	2	3	4	5	6	7	8	9	10
26) Would you like to be involved in Participatory Budgeting next year?					Yes		No		Don't know
27) Do you have any other suggestions for how to improve the Participatory Budgeting process?									

**Thank you very much for your valuable contribution to this process!!**

## 5.3 Interview Questions (For Participatory Evaluation)

### Interview Questions for Tenants

For short interviews with tenant delegates at the end of PB meetings and Allocation Days.

Researcher: \_\_\_\_\_ Date: \_\_\_\_\_ Place: \_\_\_\_\_  
Interviewee: \_\_\_\_\_ Sex: \_\_\_\_\_ Youth\_\_ Senior \_\_

- 1) How did you hear about the meeting?
- 2) Why did you choose to participate today?
- 3) Have you participated in PB before this year? If so, how many years?
- 4) In your own words, what is participatory budgeting?
- 5) What do you think the purpose and outcomes of PB should be?
- 6) What were the goals of this meeting, in your opinion? How clear were they?
- 7) What did you like most and least about the meeting?
- 8) How was this PB meeting different from the meeting last year? [Skip if 1<sup>st</sup> year]
- 9) How prepared did you feel to participate in the meeting?
- 10) What were the rules of the meeting, in your opinion? How clear were they?
- 11) How fair were the decisions that were made?
- 12) Are there any particular changes that you think should be made to the PB process?
- 13) Is there anything else that you'd like to say about the PB process?

### Interview Questions for Staff

Researcher: \_\_\_\_\_ Date: \_\_\_\_\_ Place: \_\_\_\_\_  
Interviewee: \_\_\_\_\_

- 1) What are your responsibilities in the PB process?
- 2) What do you think about the PB process? What are the positives and negatives?
  - a. What do you think about the building meetings?
  - b. What do you think about the delegate preparation for allocation days?
  - c. What do you think about the allocation days?
  - d. What do you think about the monitoring and implementation of projects?
- 3) In your own words, what is participatory budgeting?
- 4) What do you think the purpose and outcomes of PB should be?
- 5) Has the PB process this year changed from last year? If yes, how? Can you explain the reasons behind these changes?
- 6) What were biggest challenges and most difficult moments for staff in the PB process?
- 7) In your opinion, how fair were the decisions made on Allocation Day? Why?
- 8) How much influence did staff have on the PB budget decisions?
- 9) Are there any particular changes that you think should be made to the PB process?
- 10) Is there anything else that you'd like to say about the PB process?

## 5.4 Meeting Observation Form (For Participatory Evaluation)

1. Basic Information						
a. Researcher Name:			b. Date:			
c. Meeting Type: <input type="checkbox"/> Building Meeting <input type="checkbox"/> Delegate Prep <input type="checkbox"/> Allocation Day <input type="checkbox"/> Other						
d. Location:						
e. OU:			f. Official Start Time:			
g. Actual Start Time:			h. End Time:			
i. Number of Units:			j. Number of Tenants in Building:			
2. Attendance (indicate number present)						
Tenants	Youth (14-29)	Children	Tenant Rep	Staff	Community Partners	Other
3. Outreach						
<input type="checkbox"/> Flyers posted <input type="checkbox"/> Notices delivered to units <input type="checkbox"/> Phone calls <input type="checkbox"/> Door-to-Door <input type="checkbox"/> Other:						
4. Supports Provided						
<input type="checkbox"/> Interpreters - Languages: <input type="checkbox"/> Food <input type="checkbox"/> Childcare Reimbursement <input type="checkbox"/> Handouts <input type="checkbox"/> Flipcharts/Visual Aids						
8. Main Findings: (what worked, what didn't work)						
Main Recommendations: (suggestions for next time)						
Write additional notes on the back.						

## **APPENDIX A: LIST OF KEY ACRONYMS**

PB	Participatory Budgeting
TCH	Toronto Community Housing
SIF	Social Investment Fund
OU	Operating Unit
CHM	Community Health Manager
OUM	Operating Unit Manager
HPO	Health Promotion Officer
YEC	Youth Engagement Coordinator

## **APPENDIX B: 2010 RESEARCH & EVALUATION MATERIALS**

### **B.1 Evaluation Workshop Agendas**

#### **Workshop 1: Intro to PB & Participatory Evaluation**

March 2, 2010

- 1) Welcome & Introductions
- 2) Participatory Evaluation: What is it and why do it?
- 3) Review Research Agreement
- 4) Intro to Participatory Budgeting
- 5) Participatory Budgeting Timeline Exercise
- 6) What will we evaluate? (Criteria and Indicators)

#### **Workshop 2: Research Indicators and Research Methods**

March 4, 2010

- 1) Welcome & Introductions
- 2) Sign Research Agreement
- 3) Review of First Workshop
- 4) PB&J: Participatory Budgeting Jeopardy
- 5) What will we evaluate? Part 1: Criteria
- 6) What will we evaluate? Part 2: Indicators
- 7) How will we evaluate? Research Methods
- 8) Next Steps & Workshop Evaluation

#### **Workshop 3: Research Methods: Interviews**

March 9, 2010

- 1) Welcome & Introductions
- 2) Review Research Criteria, Indicators & Methods
- 3) Intro to Interviewing
- 4) Practice Interviews
- 5) Next Steps & Workshop Evaluation

#### **Workshop 4: Interviews and Observation**

March 11, 2010

- 1) Welcome & Introductions
- 2) Review Research Methods Plan
- 3) Indicators Puzzle
- 4) Practice Interviews
- 5) Interviews Debrief
- 6) Intro to Field Observation
- 7) Practice Observation
- 8) Next Steps & Workshop Evaluation

#### **Workshop 5: Practice Observation Debrief**

March 25, 2010

- 1) Welcome & Introductions
- 2) Handout Soup (Review our Work So Far)
- 3) Find the Findings (Reflect on the Practice Observations)
- 4) Revise Observation and Interview Methods
- 5) Surveys (Start Designing Questions)

- 6) Planning (Evaluation Outputs and Follow-Up)
- 7) Next Steps & Workshop Evaluation

### **Workshop 6: Observation Debrief and Next Steps**

April 27, 2010

- 1) Welcome & Introductions
- 2) Review our Work So Far
- 3) Feedback on Field Notes and Observation Forms
- 4) Revise Tenant Survey and Staff Interview Questions
- 5) Planning Evaluation Outputs
- 6) Selection for Tenant Researcher Trips

### **Workshop 7: Analysis – Findings and Recommendations**

June 2, 2010

- 1) Welcome & Introductions
- 2) Review Evaluation Goals & Process
- 3) Speed Dating (Research Findings)
- 4) Analyze Findings
- 5) Individual Recommendations
- 6) Group Recommendations
- 7) Next Steps & Workshop Evaluation

### **Workshop 8: Revising Findings & Recommendations, Planning Outputs**

June 3, 2010

- 1) Welcome & Introductions
- 2) Putting PB in Context
- 3) Revise Recommendations
- 4) Plan July Evaluation Workshops with staff
- 5) Evaluation Report & Other Outputs
- 6) Next Steps & Evaluation of the Evaluation Process

### **Workshop 9: Presentation and Revision of Findings & Recommendations**

July 5, 2010

- 1) Welcome & Introductions
- 2) Overview of the PB Evaluation
- 3) Progress on the 2009 Evaluation Recommendations
- 4) Presentation of Findings & Recommendations: Building Meetings, Delegate Preparation, Allocation Days, Implementation & Monitoring
- 5) Small Group Discussions
- 7) Workshop Evaluation & Wrap-Up

### **Workshop 10: Presentation and Revision of Findings & Recommendations**

July 7, 2010

- 1) Welcome & Introductions
- 2) Review of First Workshop's Recommendations
- 3) Presentation of Findings & Recommendations: Evaluation, Outreach, Organization of Meetings, Consistency
- 4) Small Group Discussions
- 5) Review of Small Group Discussions
- 6) Schedule and Responsibilities: What Happens When, Who Does What
- 7) Workshop Evaluation & Wrap-Up

## B.2 Evaluation Indicators

Criteria Key: Transparency (T), Inclusion (I), Democracy & Fairness (D), Continuity & Consistency (C), Education (E), Fun (F)

Indicator	Criteria	Methods
1. Convenient location	I	Observation
2. Accessibility of building and room	I	Observation
3. Transport provided	I	Observation
4. Child care provided	I	Observation
5. Food provided	I	Observation
6. Time of meeting	I	Observation
7. Interpreters provided	I, T	Observation
8. Room layout and appearance	I	Observation
9. Outreach methods	I, T	Observation
10. Number of tenants invited	I, D	Observation
11. Number of tenants participating	I, D	Observation
12. Number of participants who are youth	I, D	Observation
13. Number of participants who are seniors	I, D	Observation
14. Number of participants who are women	I, D	Observation
15. Whether tenant representatives present	C, E	Observation
16. Agenda presented at meeting	T	Observation
17. Reportback on previous meetings, during each meeting	T, E, C	Observation
18. Info about plans for the building presented	T, E	Observation
19. Clear definition of capital v. operational funds presented	T, E	Observation
20. Info about other sources of funding besides PB presented	T, E	Observation
21. Info on how to assess community's needs presented	T, E	Observation
22. Info on how to get support from staff presented	T, E	Observation
23. Cost estimates for projects presented	T, E	Observation
24. Rules of PB process presented	T, E	Observation
25. Meeting rules presented	T, I	Observation
26. Meeting goals presented	T, I	Observation
27. Research findings from last year presented	T, E	Observation
28. Flipcharts or powerpoint	T, I, E	Observation
29. Visual aids	T, I, E	Observation
30. Handouts	T, I, E	Observation
31. Info presented in multiple formats (text, graphics, orally)	T, I, E	Observation
32. Translated materials	I, T	Observation
33. Colourful materials	F	Observation
34. Music or sound effects	F	Observation
35. Interactive activities, games, or ice-breakers	F	Observation
36. Number of breaks	I	Observation
37. Rules generated by participants	I	Observation
38. Enforcement of rules	I	Observation
39. How decisions are made (vote, consensus)	D	Observation
40. Tenant and staff monitoring of voting process	T	Observation

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41. Evaluations at the end of meeting	T	Observation
42. Number of tenants who talk	I	Observation
43. Number of minutes that tenants talk	I, D	Observation
44. Number of minutes that staff talk	D	Observation
45. Staff breaking rules	C	Observation
46. Number of tenants participating in games or icebreakers	F	Observation
47. Cheering or clapping	F	Observation
48. Laughing	F	Observation
49. Tenants falling asleep	F	Observation
50. Tenants sending phone texts	F	Observation
51. Tenants taking unscheduled breaks	F	Observation
52. Early departures	F	Observation
53. Unrelated conversations	F	Observation
54. Implementation of last year's evaluation recommendations	C	Observation
55. Delegate preparation session for allocation day	T, E, C	Observation, Interviews
56. Visibility and publicity of completed PB projects	T	Observation, Interviews
57. Consistency of all indicators across OUs and buildings	C	Observation, Interviews
58. Consistency of all indicators across PB stages and years	C	Observation, Interviews
59. Tenant understanding of meeting goals	T, I	Surveys, Interviews
60. Tenant understanding of PB rules	T	Surveys, Interviews
61. Whether tenants felt prepared to set priorities at meeting	E	Surveys, Interviews
62. Whether tenants felt there were enough people at meeting	D	Surveys, Interviews
63. Whether tenants felt turnout represented their community	I, D	Surveys, Interviews
64. Whether tenants felt the identified priorities reflected discussions at the building meeting	D	Surveys, Interviews
65. Tenant satisfaction with building meeting	F	Surveys, Interviews
66. Follow ups with tenants after meeting	T, C	Surveys, Interviews
67. Delegate satisfaction with staff support	E, C	Surveys, Interviews
68. Whether delegates felt prepared for allocation day	E, C	Surveys, Interviews
69. Delegate satisfaction with allocation day		Surveys, Interviews
70. Whether tenants felt they had significant influence over decision-making	D	Surveys, Interviews
71. Whether tenants think process is fair	D	Surveys, Interviews
72. Number of tenants participating in PB for first time	I, D	Surveys, Interviews
73. Number of participants with little community experience	I, D	Surveys, Interviews
74. How much tenants think they learned	E	Surveys, Interviews
75. How much staff think they learned	E	Surveys, Interviews
76. Tenant satisfaction with PB process	F	Surveys, Interviews
77. Whether tenants want to participate again next year	F	Surveys, Interviews
78. Whether tenants will encourage others to participate	F	Surveys, Interviews

### B.3 Allocation Day Tenant Survey

## 2010 Participatory Budgeting Evaluation Form

In order to continue to improve Participatory Budgeting, we need your input! Please **circle your answers** to the questions below, and write additional comments when appropriate.

<b>Personal Information</b>				
1) Role in the Participatory Budgeting process:	Delegate	Alternate Delegate	Don't know	Other
2) Age:	Under 20	20-29	30-59	Over 60
3) Gender:	Female	Male	Other	
4) Before this year, how many times had you participated in a Participatory Budgeting Allocation Day?	0 times	1-3 times	More than 3 times	
<b>Building Meetings</b>				
5) Did you attend the building meeting when your building's spending priorities were identified (in February, March or April)?	Yes	No	Don't know	
6) Did the tenants at your building meeting reflect the demographics (age, race, gender, etc.) of your building?	Yes	Somewhat	No	Don't know
7) Were enough tenants at your building meeting?	Yes	Somewhat	No	Don't know
8) Did you have enough information to be able to set priorities at the building meeting?	Yes	Somewhat	No	Don't know
9) Did the identified priorities reflect the discussions at the building meeting?	Yes	Somewhat	No	Don't know
10) Were tenants in your building sufficiently informed about the building's identified priorities?	Yes	Somewhat	No	Don't know
<i>If yes or somewhat, when were tenants informed about the identified priorities?</i>	Right after the Building Meeting	Before Allocation Day	On or after Allocation Day	Don't know
11) How would you suggest improving Participatory Budgeting building meetings next year?				

<b>Delegate Preparation for Allocation Day</b>				
12) Were the delegates for your building selected at your Participatory Budgeting building meeting?	Yes	No	Don't know	
<i>If not, how were they selected?</i>				
13) Was an alternate delegate selected at the building meeting?	Yes	No	Don't know	
14) Did delegates receive sufficient support in preparation for the allocation day?	Yes	Somewhat	No	Don't know
15) Did delegates have enough time to prepare for the Allocation Day?	Yes	Somewhat	No	Don't know
16) What additional support and preparation should delegates have next year, if any?				
<b>Allocation Day</b>				
17) Did you have a clear understanding of the purpose of Allocation Day?	Yes	Somewhat	No	Don't know
18) Was there enough clarity around the rules of how to participate throughout the day?	Yes	Somewhat	No	Don't know
19) Did you prefer holding the event on a weekday evening (versus spending a full day on a Saturday)?	Yes	Somewhat	No	Don't know
20) Do you prefer to have the Allocation Day locally, in each Operating Unit (versus all Central OUs together in one location)?	Yes	Somewhat	No	Don't know
21) Were presentations/displays easy to understand?	Yes	Somewhat	No	Don't know
22) Were the funding decisions made on Allocation day fair?	Yes	Somewhat	No	Don't know
23) How would you suggest improving the Allocation Day next year?				

<b>Monitoring &amp; Implementation</b>									
24) After last year's Allocation Day, how were tenants in your building informed about the results?	They were not informed	Announcement at Building Meeting	Flyers posted in building	Other:					
25) If your building won funding last year, was the project implemented?	Yes	Somewhat	No	Don't know					
If the project was <i>not</i> fully implemented, why not?									
26) Do you know the names of any tenants who are members of the PB Monitoring Committee?	Yes	No	Don't know what the Monitoring Committee is						
<b>General</b>									
27) On a scale of 1 to 10 how would you rate the Participatory Budgeting process at TCH? (1 = very bad, 10 = very good)									
1	2	3	4	5	6	7	8	9	10
28) Would you like to be involved in Participatory Budgeting next year?					Yes	No	Don't know		
29) Do you have any other suggestions for how to improve the Participatory Budgeting process?									

**Thank you very much for your valuable contribution to this process!!**

## B.4 Interview Questions

### Interview Questions for Tenants

The researchers used the following questions for short interviews with tenant delegates at the end of PB meetings and Allocation Days. Not all questions were used for all interviewees.

Researcher: \_\_\_\_\_ Date: \_\_\_\_\_ Time: \_\_\_\_\_ Place: \_\_\_\_\_  
Interviewee: \_\_\_\_\_ Sex: \_\_\_\_\_ Youth  Senior

- 1) How did you hear about the meeting?
- 2) Why did you choose to participate in the meeting?
- 3) Have you participated in PB before this year? If so, how many years?
- 4) Do you participate in other community groups or activities?
- 5) In your own words, what is participatory budgeting?
- 6) What were the goals of this meeting, in your opinion? How clear were they?
- 7) What did you like most and least about the meeting?
- 8) How was this PB meeting different from the meeting last year? [Skip if 1<sup>st</sup> year]
- 9) How prepared did you feel to participate in the meeting?
- 10) What were the rules of the meeting, in your opinion? How clear were they?
- 11) How fair were the decisions that were made?
- 12) What did you learn by participating? (information, skills, attitudes)
- 13) Is there anything else that you'd like to say about the overall PB process?

### Interview Questions for Staff

The research facilitators used the following questions for roughly 1-hour interviews with staff involved in PB. Not all questions were used for all interviewees.

Researcher: \_\_\_\_\_ Date: \_\_\_\_\_ Time: \_\_\_\_\_ Place: \_\_\_\_\_  
Interviewee: \_\_\_\_\_

- 1) What are your responsibilities in the PB process?
- 2) What do you think about the PB process? What are the positives and negatives?
  - a. What do you think about the building meetings?
  - b. What do you think about the delegate preparation for allocation days?
  - c. What do you think about the allocation days?
  - d. What do you think about the monitoring and implementation of projects?
- 3) In your own words, what is participatory budgeting? What do you think the purpose and outcomes should be?
- 4) Has the PB process this year changed from last year? If yes, how? Can you explain the reasons behind these changes?
- 5) What have been the most important changes in the PB process since it started?
- 6) In your understanding, what is the difference between capital and operational funds?
- 7) What were biggest challenges and most difficult moments for staff in the PB process?
- 8) In your opinion, how fair were the decisions made on Allocation Day? Why?
- 9) How much influence did staff have on the PB budget decisions?
- 10) What did you learn from your work with the PB process? Any new skills or understandings?
- 11) Are there any particular changes that you think should be made to the PB process?

