



COLLABORATIVE GOVERNANCE INITIATIVE

City of Fort Saskatchewan

PUBLIC ENGAGEMENT FRAMEWORK

Prepared by:

The Praxis Group™

For:

The City of Fort Saskatchewan

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TABLE OF CONTENTS

| | |
|---|---------|
| INTRODUCTION..... | 1 |
| GUIDING PRINCIPLES..... | 2 |
| PUBLIC ENGAGEMENT PRIMER..... | 3 - 9 |
| What is Public Engagement?..... | 3 |
| Why is Public Engagement Important?..... | 3 |
| How Do We Make Engagement Meaningful?..... | 4 |
| Types of Decisions..... | 5 |
| Continuum of Public Engagement..... | 7 |
| Levels of Public Engagement and Involvement in Decision Making..... | 8 |
| What Level is Most Appropriate?..... | 8 |
| PUBLIC ENGAGEMENT TOOLS AND RESOURCES..... | 10 - 35 |
| Tools..... | 10 - 31 |
| Level of Readiness..... | 10 |
| Level of Engagement..... | 11 |
| Public Engagement Tools and Techniques..... | 14 |
| Planning and Implementing Public Engagement Programs..... | 27 |
| Engagement Evaluation..... | 31 |
| Resources..... | 32 - 35 |
| Public Engagement Websites..... | 32 |
| Public Engagement Manuals and Frameworks..... | 33 |
| REFERENCES..... | 36 |

INTRODUCTION

The City of Fort Saskatchewan (the City) recognizes the importance of its citizenry and seeks to engage them in actively sharing their values and perspectives on issues facing the City. Further, the City wants its policies, projects and services to be considered relevant and successful by the people they are intended to serve. To ensure this, the opinions and experiences of citizens must be at the heart of the municipal government decisions that affect them.

Public engagement plays an important role in the democratic process. It can help provide information to support decision-making, give a voice to a wide range of citizens, increase public confidence in government activity, and ensure that resources are targeted effectively. However, ineffective engagement can do more harm than good by creating unrealistic expectations, damaging trust, or polarizing points of view. As the City advances public engagement, councillors and staff must be confident about when and how to engage with the public and other interested parties. A public engagement framework is a critical tool to help guide the engagement process.

With the assistance of a grant from Alberta Municipal Affairs' Collaborative Governance Initiative, the City commissioned The Praxis Group™ to assist in the development of a public engagement framework. This framework is intended to provide City of Fort Saskatchewan elected officials and public servants with a common basis for understanding and approaching public engagement.

The framework presents the City of Fort Saskatchewan's *Guiding Principles for Public Engagement* that will direct all of the City's engagement efforts. This is followed by a *Public Engagement Primer*, which defines public engagement, explains why it is important and how to make it meaningful, and describes the levels of engagement and their relationship to decision-making. Finally, the last section, *Public Engagement Tools and Techniques*, will help practitioners design, develop and implement engagement processes for a variety of situations.

The framework is not a prescriptive "how-to" manual for planning and implementing public engagement processes. Instead it is intended to provide an overview of public engagement and help generate thoughtful discussion about public engagement in each City project or initiative, including clarification of the need and goals, possible approaches, and desired outcomes.

Many excellent resources with step-by-step instructions for developing and executing public engagement programs are readily available. In particular, this framework drew from:

- Alberta Municipal Affairs - Public Input Tool for Municipalities
- The International Association of Public Participation Practitioners' Tools
- The City of Calgary - engage! Framework and Toolkit
- The City of Waterloo - Public Involvement: Guidelines, Tools and Worksheets for Successful Community Engagement
- City of Saskatoon - Community Engagement Process, A Guide to Public Process
- Canadian Environmental Assessment Agency Public Participation Guide
- Canadian Association of Petroleum Producers (CAPP) Guide to Effective Public Involvement

GUIDING PRINCIPLES

The City of Fort Saskatchewan is committed to public engagement processes that encourage two-way dialogue, build trust, and support effective decision-making. Our efforts will be guided by principles that support effective and authentic public engagement and reflect the City's corporate values. We commit to:

Inclusiveness

- Reaching out to and encouraging citizens to be involved in dialogue about issues that affect their lives.
- Seeking out and accommodating diverse voices and perspectives.
- Respecting the collective wisdom of the community.

Transparency

- Communicating clearly and openly about our engagement processes, including the purpose, timing, roles and responsibilities, constraints and outcomes.
- Providing timely feedback to participants about the range of views expressed and how public input was considered by the decision makers.

Accountability

- Ensuring that Council receives all relevant information for its consideration, while recognizing that Council has the final decision-making authority.
- Committing to continuous evaluation and improvement of the engagement process.
- Respecting the public's time and resources and using these effectively.

Communication

- Valuing and providing opportunities for two-way dialogue.
- Providing timely and accessible information to all who are interested in a project or issue.
- Using a variety of communication approaches to most effectively reach the community.
- Using plain language in our communication materials.
- Striving to improve the quality of relationships throughout our processes.

Commitment

- Allocating resources for effective engagement.
- Remaining current with best practices in community engagement.
- Ensuring that our staff are trained and capable of supporting effective engagement.

Responsiveness

- Recognizing that public engagement is a dynamic ongoing process that requires flexibility.
- Evaluating and modifying the process on an ongoing basis.

PUBLIC ENGAGEMENT PRIMER

What is Public Engagement?

Public engagement is an ongoing process involving communication and interaction between the City of Fort Saskatchewan and its residents. Public engagement facilitates information exchange, discussion, debate, and decision-making. Through the process, all parties become better informed about the range of views on issues and proposals, and more involved in the City's decision-making processes. Effective public engagement results in decisions that are more sensitive and responsive to public concerns and values. While many benefits of community engagement are long-term, the process is not a quick fix but an investment with a wide range of risks and costs as well as benefits.

Public engagement includes a range of methods reflecting the degree to which those involved are able to influence, share or control the decision-making. This continuum ranges from the City simply providing information to exchanging information and ideas to working together collaboratively. Effective public engagement requires that the process fit the purpose, the unique characteristics of the project or issue, and the members of the public who are interested in the project or issue.

There is no single "public" but rather a number of publics who may emerge at any time during the life of a project or issue depending on their particular concerns and interests. The public changes for each issue, and tends to increase in numbers at key decision points.

Why is Public Engagement Important?

Because public engagement involves two-way communication, it can offer benefits to both the City and the public. Well-planned and well-executed public engagement processes can result in short- and long-term benefits, and improve project outcomes. However, to be successful, there must be both a genuine commitment to providing open and transparent public engagement, and a demonstrated link between engagement and decision-making.

Effective public engagement can:

Facilitate Sharing of Information, Perspectives and Ideas

- Provide the City with accurate and timely knowledge and insight on conditions, concerns, values and priorities
- Provide the public with accurate information about the City's activities

Build Cooperative Working Relationships

- Increase awareness of the range of perspectives on a topic
- Develop a positive foundation for resolving future problems

Help Reach Balanced Decisions and Resolve Issues

- Gather a wide range of options for solving problems and improving service
- Clarify points of agreement and disagreement
- Identify or confirm priorities
- Generate better quality decisions through creative collaboration
- Align project design with public concerns, priorities and expectations
- Achieve results that respect the knowledge, values and rights of citizens
- Provide the opportunity to address and mitigate public concerns before they escalate
- Give early indications about important issues before they escalate

Build Understanding and Support for City Initiatives

- Increase understanding of the constraints faced by the City
- Lead to more efficient and timely project approval processes
- Attain a community commitment and buy-in to decisions

How Do We Make Engagement Meaningful?

Effective public engagement needs to be meaningful to its participants. They need to believe that the exercise is being undertaken in good faith and not feel that the City is “just going through the motions.” When focus groups were conducted with citizens from Fort Saskatchewan in June 2011, they said that consultation needed to:

- Inspire enthusiasm and passion to get people involved
- Demonstrate to citizens that their feedback and opinions matter
- Indicate how the information collected will be used
- Share information from small group discussions with the wider audience
- Show participants that their input has been heard
- Indicate why and how decisions are reached
- Include a range of opinions and perspectives
- Change direction if the community points it that way
- Use multiple approaches
- Make people feel it is important and meaningful for them to be involved

The input from the focus groups reflects the key elements that help make engagement meaningful:

- **Clear Purpose:** Participants must be clear on the role they will have in the engagement process, particularly how their input will impact decisions.
- **Early Involvement:** The public needs to be engaged early on in the process.
- **Identification of Publics and Stakeholders:** All individuals, organizations and groups, who may be either directly or indirectly affected by a decision or action, need to be identified, informed and given the opportunity to be involved.
- **Accessible, Balanced, Credible Information:** The public must have timely access to the information necessary for meaningful involvement.

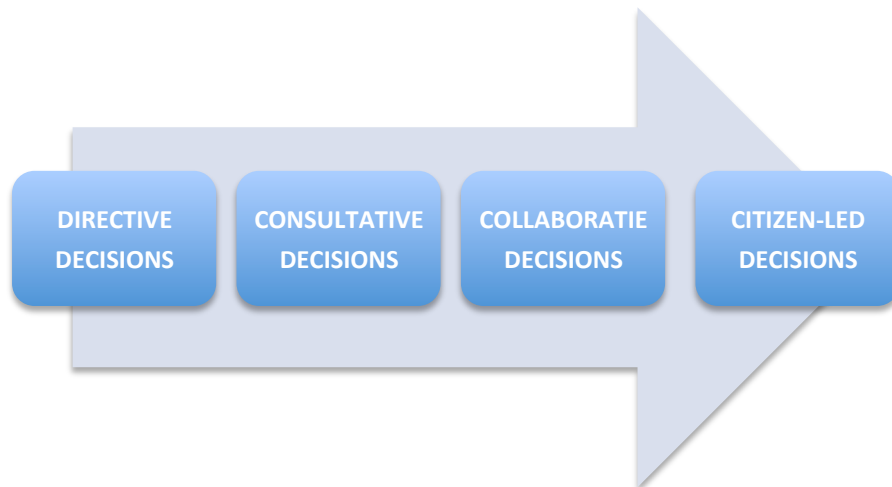
- **Information Sharing:** There must be opportunities for two-way dialogue that facilitates exchange of information, suggestions, concerns and values.
- **Consideration of Community and Cultural Values:** All participants and the process must consider and respect the community and/or cultural values and traditions of the public(s).
- **Adequate Response Time:** Participants must have sufficient time to consider and respond to information, proposals, alternatives or proposed decisions.
- **Responsive Program:** The public engagement program must respond to the level of public interest and also to changing circumstances and needs.
- **Documentation:** The public needs access to documentation about identification of stakeholders, the nature of information shared, the approaches to receiving and analyzing input, and how the input affected decisions.

Adapted from: Canadian Association of Petroleum Producers, 2003; Canadian Environmental Assessment Agency, 2003; Parks and Wildlife Commission of the Northern Territory, 2002

Types of Decisions¹

Public engagement is integrally linked with decision-making, and approaches to engagement must reflect the type of decision that is being made. According to the Public Input Toolkit for Municipalities (Alberta Municipal Affairs, 2006), most decisions can be classified as directive, consultative or collaborative. Decisions are classed as citizen-led in cases where decision-making authority and control is given to the public.

INCREASING LEVEL OF PUBLIC INVOLVEMENT IN DECISIONS



¹ Excerpts in this section were taken directly from Alberta Municipal Affairs - Public Input Toolkit for Municipalities, 2006.

Directive Decisions are those made by a person authorized to do so, and are issued to others simply to inform them the decision has been made. Examples of this type of decision include:

- There is an urgent need to respond immediately (e.g. flood response).
- A person in authority is acting within their authority (e.g. police carrying out their duties).
- The decisions are routine and are accepted as part of the municipality's operations (e.g. snow removal after a heavy snowfall).
- The decisions are dictated by law (e.g. improvements to water treatment plant).
- The decisions have substantial effect only on those who have already agreed to be affected through some form of contract (e.g. employment, volunteerism, accepting elected office).

In these cases, the City is acting within its authority and is expected to implement the decision efficiently.

Consultative Decisions are made by the City but involve input from the community and have one or more of the following characteristics:

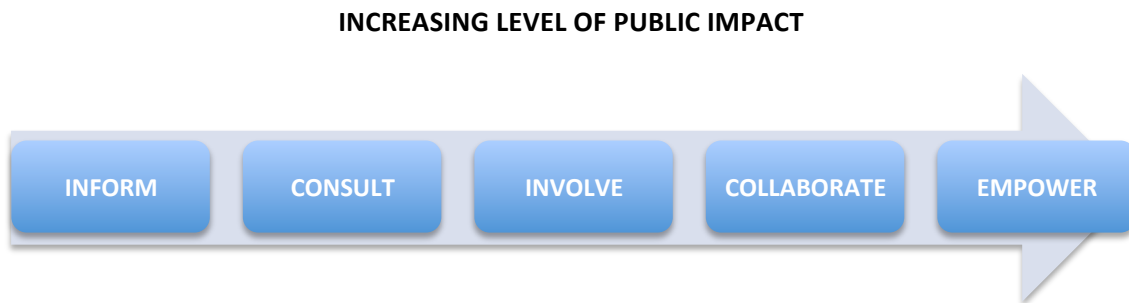
- Public notification and input are required by law.
- The decision is a known concern of other parties, or is likely to have a significant impact on other parties (e.g. a proposed casino).
- The decision affects society's moral or emotional expectations (e.g. expansion of a recreation centre).
- The decision affects the "comfort envelope" (lifestyle or habits) of citizens (e.g. road closure affecting how people access the highway).
- People perceive there are risks associated with the decision (e.g. approving a "half-way" house to support convict rehabilitation).
- Council or administration requests public input prior to making the decision (e.g. public buildings or open space management).

Collaborative Decisions are those made by the City in partnership with members of the community, other municipalities, communities, organizations or individuals to deliver services or to respond to long-term challenges. In these collaborative situations, the City agrees to share the decision process with those at the table. Usually, those at the table must consult with their constituencies as part of the process. Collaborative processes are becoming more common because they can create greater "buy-in" and even "co-investment" (i.e. partners) from those at the table. Collaborative processes have been used in subdivision planning, business revitalization zones, recreational facility development and intermunicipal agreements.

Citizen-led decisions are made when the City empowers citizens, communities or subsets of the public to assume full responsibility for decision-making. In these cases, the City may act as a technical resource but does not actively participate in the decision-making process, and agrees to respect and execute the resulting decision. A plebiscite about water fluoridation is an example of citizen empowerment and citizen-led decision-making.

Continuum of Public Engagement²

As mentioned on page 5, the type of decision to be made has implications for the engagement approach. The degree to which the public is involved in decision-making processes reflects a continuum that includes the five levels of engagement.



Inform

The public is provided with balanced and objective information about a project or activity in order to help them understand the problems, alternatives and/or solutions. This level is characterized by one-way communication and usually involves distributing information aimed at raising awareness and understanding. Here, the public is least likely to influence decision-making.

Consult

Public feedback on analysis, alternatives and/or decisions is sought. There is two-way communication with information being shared with the public and opportunities for feedback provided. The intent is to raise awareness and understanding about a project or activity and to receive and consider public comments. At this stage, the City and the public have the opportunity to listen to and learn about each other's plans, views, issues and expectations.

Involve

The City works directly with the public to ensure that issues and concerns are understood and considered. Two-way communication increases and the public has more influence on decision-making. At this level, feedback from the public is analyzed and incorporated into alternatives and outcomes.

Collaborate

The City partners with the public and there is joint planning and shared decision-making. Here, the public participates in the analysis of issues, contributes to the development of alternatives, and directly influences recommendations, decisions and outcomes.

Empower

The City empowers citizens to initiate and make final decisions. Citizens take ownership of the process and are accountable for the outcomes of the decisions, and the City accepts and implements decisions. Citizens act independently and the City may provide technical and/or financial support.

² Adapted from the International Association for Public Participation Public Participation Spectrum (2000)

Levels of Public Engagement and Involvement in Decision Making

Before designing a public engagement program it is important to determine the desired level of public engagement. This is impacted by the purpose of engagement and the type of decision to be made.

| → INCREASING LEVELS OF PUBLIC ENGAGEMENT → | | | | | | |
|---|--|---|---|---|---|--|
| LEVEL | INFORM | CONSULT | INVOLVE | COLLABORATE | EMPOWER | |
| | Sharing information | Learning about others' views | Obtaining feedback | Sharing decision-making | Delegating decision-making | |
| PURPOSE | To present information about issues that may affect people's lives | To provide information and receive feedback or comments | To involve the public in developing solutions | To involve the public in developing solutions | To give final decision-making to the public | |
| → INCREASING INVOLVEMENT IN DECISION MAKING → | | | | | | |
| TYPES OF DECISIONS | DIRECTIVE DECISIONS | CONSULTATIVE DECISIONS | COLLABORATIVE DECISIONS | CITIZEN-LED DECISIONS | | |

Modified from the International Association of Public Participation

What Level is Most Appropriate?

Public engagement will not be the same for every initiative – decisions about involving the public are based on a number of factors such as the initiative (e.g. scope, complexity, profile, concern, impact), the decision (e.g. nature and timing) and the citizens (number, degree of interest).

Less involvement is appropriate when:

- Interest in the issue is vested in one or a few interest groups.
- Perspectives are generally well understood and can be taken into consideration.
- The issue requires consistency with established professional or technical standards.
- Legislative or regulatory guidelines define and/or limit the level of public involvement.

More involvement is appropriate when:

- Several groups have an interest in the outcome of the issue.
- Consensus among these groups is uncertain.
- The issue is value-based and carries a high need for social acceptance.

Before making a decision about the level of engagement it is important to be clear about the main purpose of the public engagement program. Is it to inform; gather information and views; discuss through a two-way dialogue; collaborate in making a decision about a complex issue; or delegate decision-making to interest groups or members of the public? As well, the level of engagement may vary depending on the nature of the public, particularly if there are many different stakeholders. For instance, it may be appropriate to simply inform geographically distant stakeholders that a project will be undertaken, while those living nearby might be involved in a more collaborative process.

PUBLIC ENGAGEMENT TOOLS AND RESOURCES

1. TOOLS

This section includes key tools to help City councillors and staff:

- Determine the level of readiness for engagement
- Determine the appropriate level of engagement
- Plan and implement engagement programs and processes
- Evaluate engagement programs and processes

LEVEL OF READINESS CHECKLIST

The following checklist is designed to help the engagement planning and implementation team determine their level of readiness to engage the public. Review and respond to the statements as a group. The more “yes” answers equate to a greater likelihood that the engagement process will be meaningful, effective and successful. The checklist can also help the group identify areas where more work is needed before beginning an engagement process (i.e. statements marked “no” or “somewhat”).

| ENGAGEMENT READINESS CHECKLIST | No | Somewhat | Yes |
|---|----|----------|-----|
| The issue and/or question triggering the engagement process has been clearly defined. | | | |
| The questions to be asked or the decision sought from the public has been identified. | | | |
| The decision has not been made already. | | | |
| The public is identifiable, accessible and willing to participate. | | | |
| There is an internal commitment to meaningful public engagement. | | | |
| There is a willingness to respond to public input. | | | |
| There is sufficient time to conduct a meaningful engagement process. | | | |
| There are sufficient internal resources (e.g. human, financial) to conduct a meaningful engagement process. | | | |
| A project lead has been identified. | | | |
| The engagement process has been coordinated with other City processes. | | | |
| The potential benefits of conducting a public engagement process have been identified. | | | |
| The risks of conducting a public engagement process have been analyzed. | | | |
| An engagement process plan has been developed. | | | |
| The engagement process aligns with the City’s guiding principles for public engagement and communications. | | | |

LEVEL OF ENGAGEMENT

Is Empower An Appropriate Level?

The Level of Engagement Checklist, presented on the following page, provides direction about the appropriate level of involvement for a project or issue. The checklist does not include *Empower* as this decision requires unique consideration. In cases where the decision has been made to delegate responsibility for a project to a public group or body, the public group will be deciding on the extent to which they inform, consult, involve or collaborate, using a similar checklist to help them decide. Considering the following questions will help City councillors and staff decide on whether or not an empowerment level is appropriate. In order to proceed with this level, the team should be able to answer “yes” to all questions relevant to the situation.

| EMPOWERMENT QUESTIONS | Yes | No |
|---|-----|----|
| We want to empower citizens and groups to manage the process or make the decision. | | |
| Legislation permits this delegation of authority. | | |
| If delegating a process to citizens or groups, they must have accepted the challenge. | | |
| We will implement decisions and/or solutions generated by citizens and groups. | | |

If empowerment is not the appropriate level of engagement, proceed to the Level of Engagement Checklist.

Level of Engagement Checklist

The results of this checklist will provide a general sense of the level of public engagement appropriate for the project or issue. Complete the checklist with all members of the project team and then discuss the results to help develop a common understanding of the engagement program. Rank the level of agreement of each statement on a scale of 1 to 5, where 1 is strongly disagree and 5 is strongly agree, and put a checkmark in the appropriate column for each statement. Complete the calculations at the bottom of the checklist.

| LEVEL OF ENGAGEMENT CHECKLIST | 1 | 2 | 3 | 4 | 5 |
|---|----|----|----|----|----|
| SCOPE | | | | | |
| The size and/or scope of the project or issue are significant. | | | | | |
| The number of people affected by the issue or project is significant. | | | | | |
| The people affected by the project are located in a variety of areas. | | | | | |
| The project or issue affects a range of publics and/or stakeholder groups. | | | | | |
| COMPLEXITY | | | | | |
| The project or issue is unique and challenging. | | | | | |
| The project involves a variety of stages and/or components. | | | | | |
| A significant number of people or groups have strong and/or opposing opinions about the issue or project. | | | | | |
| PROFILE | | | | | |
| The project or issue has high visibility. | | | | | |
| CONCERN | | | | | |
| There are aspects of the project or issue that have previously generated concern in the community. | | | | | |
| There are concerns about cost, aesthetics and nuisance factors. | | | | | |
| There are concerns about effects on health, safety and the environment. | | | | | |
| There are concerns about taxpayer expenditures or taxes in general. | | | | | |
| The nature or focus of the project or issue is controversial. | | | | | |
| IMPACT | | | | | |
| The project or issue will have a direct impact on lifestyles or habits. | | | | | |
| The issue significantly affects the rights and entitlements of community members. | | | | | |
| There will be an impact on property values. | | | | | |
| The project or issue is likely to affect quality of life for some citizens. | | | | | |
| Step 1 - Count the number of checkmarks in each column | | | | | |
| Step 2 - Multiply number of checkmarks (Step 1) by weight for each column (X1...X5) | X1 | X2 | X3 | X4 | X5 |
| Step 3 - Record results from Step 2 in blue boxes | | | | | |
| Step 4 - Add the total weighting for each column (blue boxes) | | | | | |
| Step 5 - Divide total weighting sum by 18 | | | | | |
| AVERAGE SCORE | | | | | |
| <p>Cross-reference the average score from the checklist with the Continuum of Public Engagement (page 13) to identify the appropriate level of public engagement for the project. Because each level has a different obligation and outcome, the final public engagement strategy may involve more than one level of engagement.</p> | | | | | |

| CONTINUUM OF PUBLIC ENGAGEMENT | | | |
|---|---|---|---|
| Inform Score: 1 to 1.9 | Consult Score: 2 to 2.9 | Involve Score: 2 to 3.9 | Collaborate Score: 4 to 5 |
| One-way communication to provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions. | Two-way communication where information is shared and opportunities for public feedback are provided. Requires a response from the public, but limited opportunity for public dialogue. | Work directly with the public throughout the process to ensure that issues, aspirations and concerns are consistently understood. The public has more influence on decision-making and public feedback is analyzed and incorporated into alternatives and outcomes. | Partner with the public in a process that involves joint planning and shared decision-making. The public participates in the analysis of issues, contributes to the development of alternatives, and directly influences recommendations, decisions and outcomes. |
| Promise to the Public | | | |
| We will keep stakeholders informed. | We will keep stakeholders informed, listen to and acknowledge concerns, aspirations and provide feedback on how public input influenced the decision. | We will work with stakeholders and the public to ensure that their concerns, aspirations and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced decisions. | We will look to stakeholders and the public for direct advice and innovation in formulating solutions and incorporate their recommendations into the decisions to the maximum extent possible. |

Adapted from the International Association for Public Participation (Public Participation Spectrum, 2000)

Once the level of engagement has been determined, review the Engagement Tools and Techniques matrix (page 15) to identify appropriate engagement tools and techniques.

PUBLIC ENGAGEMENT TOOLS AND TECHNIQUES

The following tables provide examples of tools and techniques³ that may be used in public engagement processes. The information has been organized by the level of public engagement that the tool or technique will provide. Tips for effective execution, and an overview of the potential benefits and risks have been included for each tool or technique.

Inform

At the basic level, the public is informed about a project or activity. This level is characterized by one-way communication and typically involves the distribution of information aimed at raising awareness and understanding. Here, the public is least likely to influence decision-making.

| PUBLIC ENGAGEMENT TOOLS AND TECHNIQUES | | | |
|--|---|---|--|
| - INFORM - | | | |
| Tools & Techniques | Tips | Benefits | Risks |
| PRINT MATERIAL <ul style="list-style-type: none"> • Brochures • Newsletters • Fact sheets • Backgrounders | <ul style="list-style-type: none"> • Content should be in plain language and easily understood • Content must be unbiased and objective • Must be visually appealing • Should be concise – typically between 8 and 12 pages | <ul style="list-style-type: none"> • Ability to reach a large target audience • Opportunity to provide a lot of information at a relatively low cost • Reduces time required to verbally repeat the same information | <ul style="list-style-type: none"> • Preparation of materials can be time consuming and costly • Limited ability to communicate complex information • Reach depends on mailing or email list and distribution network • Material may not be read by target group |

³ Adapted from the International Association for Public Participation Public Participation Toolbox (2000) and the Canadian Environmental Assessment Agency Public Participation Guide (2010)

| PUBLIC ENGAGEMENT TOOLS AND TECHNIQUES | | | |
|---|--|---|---|
| - INFORM - | | | |
| <i>Tools & Techniques</i> | <i>Tips</i> | <i>Benefits</i> | <i>Risks</i> |
| PAID PRINT ADVERTISING <ul style="list-style-type: none"> • Advertisements • Newspaper inserts • Mail box drops | <ul style="list-style-type: none"> • Ensure that the type of print media and timing of advertising effectively reaches target audience • Design needs to be striking and stand out from other advertisements or inserts | <ul style="list-style-type: none"> • Allows message to be specifically customized and ensures accuracy • Opportunity to reach a wide range of the population • Ability to segment certain sections of the population • Provides opportunity to include comment form | <ul style="list-style-type: none"> • Can be cost prohibitive |
| ELECTRONIC MEDIA <ul style="list-style-type: none"> • Radio • Television | <ul style="list-style-type: none"> • Ensure that messages are carried on a range of stations to capture different segments of the population • Consider lower cost or free advertising on community radio or cable channel or internet video options | <ul style="list-style-type: none"> • Potential to reach a wide and varied audience • Ability to manage the message | <ul style="list-style-type: none"> • Can be cost prohibitive • Difficult to track audience reach |
| NEWS RELEASES | <ul style="list-style-type: none"> • Provide additional background information or press kits with news release • Offer to speak with media to provide additional information | <ul style="list-style-type: none"> • Effective means of informing media of project and public engagement process • May encourage media to cover project in more depth • Language from news release may be used directly in articles | <ul style="list-style-type: none"> • News organizations determine the amount of coverage • No direct control over final content of article |
| NEWS CONFERENCES | <ul style="list-style-type: none"> • Ensure that presenters are well informed and trained in media relations | <ul style="list-style-type: none"> • Generates additional interest in a project or issue • Can increase the amount of coverage given to a project or issue • Allows the story to be told directly | <ul style="list-style-type: none"> • Limited to newsworthy events • Potential to increase negativism if the project or issue is controversial |

| PUBLIC ENGAGEMENT TOOLS AND TECHNIQUES | | | |
|---|---|---|---|
| - INFORM - | | | |
| Tools & Techniques | Tips | Benefits | Risks |
| STATIC EXHIBITS/ DISPLAYS <ul style="list-style-type: none"> • Shopping centres • Schools • City Hall • Library • Fairs | <ul style="list-style-type: none"> • Must be visually interesting to attract attention • Content should be straightforward and in plain language • A staffed display generally attracts more notice • Ensure that staff are well informed about the project or issue • Provide additional support material (e.g. print material, background documents) • Offer opportunities for comment (e.g. flip charts, response forms) | <ul style="list-style-type: none"> • Effective means of providing general information • Opportunity to identify people and groups interested in participating in the process • May reach publics not ordinarily interested in participating | <ul style="list-style-type: none"> • Staffed displays require significant staff time commitment |
| PUBLICITY <ul style="list-style-type: none"> • Public service announcements • Feature stories • Media coverage • Community calendars | <ul style="list-style-type: none"> • To generate free publicity, project or issue must be presented in a newsworthy manner | <ul style="list-style-type: none"> • Newspaper, radio and television reach the broad public • Free publicity offers opportunities for coverage in expensive medias • Information presented in media may have higher credibility among public | <ul style="list-style-type: none"> • Coverage may be limited if media do not consider the project or issue to be newsworthy • No direct control over media coverage |

| PUBLIC ENGAGEMENT TOOLS AND TECHNIQUES | | | |
|---|--|---|---|
| - INFORM - | | | |
| <i>Tools & Techniques</i> | <i>Tips</i> | <i>Benefits</i> | <i>Risks</i> |
| WEBSITE <ul style="list-style-type: none"> • Dedicated website • Web page on host site | <ul style="list-style-type: none"> • Ensure that the site is user-friendly and easy to navigate and that the information is presented in a simple and straightforward manner • Update the site on a regular basis • Offer opportunity to provide feedback | <ul style="list-style-type: none"> • Reaches very large audience and is accessible at the public's convenience • Capable of providing in depth information • Ability to provide visual and auditory information • Opportunity to provide links to other relevant websites • Effectively collects and organizes feedback from public • Low cost method of distributing general information | <ul style="list-style-type: none"> • Poor design can limit the effectiveness • Not all individuals have access to the internet • Challenge keeping information on the website current. |

Consult

At the next level, communication becomes two-way and information is shared with the public and opportunities for feedback are provided. The intent is to raise awareness and understanding about a project or activity and to receive and consider public comments. At this stage, the City and the public have the opportunity to listen to and learn about each other’s plans, views, issues and expectations.

| PUBLIC ENGAGEMENT TOOLS AND TECHNIQUES | | | |
|---|---|--|--|
| - CONSULT - | | | |
| <i>Tools & Techniques</i> | <i>Tips</i> | <i>Benefits</i> | <i>Risks</i> |
| OPEN HOUSES <ul style="list-style-type: none"> Exhibits and displays Informal discussions | <ul style="list-style-type: none"> Host on days and times that encourage attendance Advertise event in advance Ensure that displays and exhibits are visually appealing and provide information in plain language Provide public feedback forms | <ul style="list-style-type: none"> Increases awareness and educates public in an informal setting Provides opportunity for direct interaction and relationship building Ability to correct misinformation and to explore public opinion People may feel more comfortable expressing views in a relaxed setting | <ul style="list-style-type: none"> Verbal public comment is difficult to record |
| TOWN HALL / PUBLIC MEETINGS <ul style="list-style-type: none"> Information presentations Question and answer session | <ul style="list-style-type: none"> Advertise event in advance Keep information presentation short Use visuals Provide significant time for questions and answers Provide response forms for individuals reluctant to speak in public | <ul style="list-style-type: none"> Provides understanding of public opinion and concerns Facilitates open communication with the public | <ul style="list-style-type: none"> Difficult to determine level of participation in advance A limited number of participants have the opportunity to speak Question and answer session may be difficult to manage, particularly if the project or issue is controversial Potential for tension between opposing stakeholder groups |

| PUBLIC ENGAGEMENT TOOLS AND TECHNIQUES | | | |
|--|---|---|---|
| - CONSULT - | | | |
| <i>Tools & Techniques</i> | <i>Tips</i> | <i>Benefits</i> | <i>Risks</i> |
| TELEPHONE SURVEYS / POLLS | <ul style="list-style-type: none"> Should be administered by a third party external organization to avoid perception of bias | <ul style="list-style-type: none"> Ability to randomly sample within a target population Opportunity for statistically valid results Provides input from public not actively involved in a project or issue Provides balance to self-selected survey results | <ul style="list-style-type: none"> Can be cost prohibitive depending on the size of the population and the length and complexity of the survey |
| HARD-COPY SURVEYS / QUESTIONNAIRES <ul style="list-style-type: none"> Mail or fax-back | <ul style="list-style-type: none"> Develop distribution strategy to target sample population Provide a variety of options for submission to increase response rate Provide drop boxes in key locations (City Hall, library) to increase response rates Give information about confidentiality Pre-paid postage increases response rate | <ul style="list-style-type: none"> Provides opportunity for both qualitative and quantitative feedback Solicits feedback from a cross-section of the public and stakeholders Statically valid results may increase credibility | <ul style="list-style-type: none"> Response rate is unpredictable Printing and distribution can be expensive Analysis can be time consuming Risk of campaigns from activist or organized groups Budgeting may be difficult due to variable response rate |
| ON-LINE SURVEYS / QUESTIONNAIRES | <ul style="list-style-type: none"> Ensure that design and language of web survey is straightforward and user friendly | <ul style="list-style-type: none"> Accesses broad range of residents Individuals can complete and submit survey at their leisure Low cost to produce and administer Response rate higher than mail-back surveys No additional data entry is required | <ul style="list-style-type: none"> Expertise is required to design and post on-line surveys Risk of campaigns from activist or organized groups |

| PUBLIC ENGAGEMENT TOOLS AND TECHNIQUES | | | |
|--|---|--|---|
| - CONSULT - | | | |
| Tools & Techniques | Tips | Benefits | Risks |
| INFORMATION HOTLINE <ul style="list-style-type: none"> • Pre-recorded project information • Staffed line | <ul style="list-style-type: none"> • Pre-recorded message should include access to appropriate contact information and voicemail option • Hotline number should be well publicized • Dedicated staff person should be knowledgeable and a skilled communicator | <ul style="list-style-type: none"> • Helps public locate individuals who have the information they require • Provides a means for receiving public comment • Can readily update information about project or specific activities • Gives appearance of accessibility | <ul style="list-style-type: none"> • Staff must be prepared to reply to public information requests promptly and accurately • Inappropriate responses from phone line staff can produce a negative reaction from the public |
| BRIEFING PRESENTATIONS <ul style="list-style-type: none"> • Civic organizations • Local clubs • Staff • Conferences | <ul style="list-style-type: none"> • Groups and organizations may be looking for keynote speakers • Ensure that presentation is easy to understand and captures the interest of the audience • Use visuals • Include question and answer session | <ul style="list-style-type: none"> • Information can be controlled • Opportunity to receive comment and feedback from participants • Same presentation can be used for different groups • Cost effective • May reach public that are indifferent otherwise | <ul style="list-style-type: none"> • Topic may not be relevant to audience |
| EMAIL / INPUT LINK ON WEBSITE | <ul style="list-style-type: none"> • Design a system for organizing and responding to email and website submissions • Develop methodology for analyzing responses to make data useful | <ul style="list-style-type: none"> • Can be used to contact and notify stakeholders • Allows public to provide comment at their leisure | <ul style="list-style-type: none"> • Significant amount of time required to read and respond to responses • Response is unpredictable |

| PUBLIC ENGAGEMENT TOOLS AND TECHNIQUES | | | |
|---|--|--|---|
| - CONSULT - | | | |
| Tools & Techniques | Tips | Benefits | Risks |
| INTERVIEWS <ul style="list-style-type: none"> • One-on-one meetings • Telephone interviews | <ul style="list-style-type: none"> • Prepare an interview guide with standardized questions for consistency and comparability • Provide respondent with information about the purpose of the interview and how the input will be used • Provide information about confidentiality | <ul style="list-style-type: none"> • Provides an understanding of each respondent's issues, concerns and preferred outcomes • May provide guidance for future public engagement activities • Provides standardized framework for collecting and analyzing input | <ul style="list-style-type: none"> • Scheduling and conducting individual interviews can be time consuming |
| FOCUS GROUPS <ul style="list-style-type: none"> • Moderated small group discussions | <ul style="list-style-type: none"> • Prepare a moderator's and recorder's guide for consistency and comparability • Use open-ended questions to inspire interactive discussions • Recruit participants with a cross-section of interests | <ul style="list-style-type: none"> • Effective for soliciting public and stakeholder insights, perspectives, opinions and preferences • Can be used to test public's reaction to key messages and decision options • Relatively cost effective | <ul style="list-style-type: none"> • Success of the focus group is dependent on the moderator's skill |
| SMALL GROUP MEETINGS | <ul style="list-style-type: none"> • Emphasis should be on informality • Statements or presentations should be extremely brief | <ul style="list-style-type: none"> • Informal environment encourages relaxed and positive discussions • Builds relationships | <ul style="list-style-type: none"> • Significant time commitment required to reach a large audience |
| COMMUNITY FAIRS <ul style="list-style-type: none"> • Exhibits and displays • Interactive activities • Informal discussion • Celebratory atmosphere | <ul style="list-style-type: none"> • Plan events and activities that are attractive to target audience • Logistics must be comprehensive and detailed • Make certain that the event is adequately staffed • Be prepared for crowds | <ul style="list-style-type: none"> • Builds awareness • Attracts media coverage • Tone of the event is positive • Encourages informal information sharing and relationship building | <ul style="list-style-type: none"> • Difficult to organize and execute • Public must be motivated to attend • Requires significant time commitment from staff • Can be costly |

| PUBLIC ENGAGEMENT TOOLS AND TECHNIQUES | | | |
|--|---|---|--|
| - CONSULT - | | | |
| Tools & Techniques | Tips | Benefits | Risks |
| WRITTEN SUBMISSIONS <ul style="list-style-type: none"> • Letters • Written statements • Position papers | <ul style="list-style-type: none"> • Can request formal response in addition to independent submissions | <ul style="list-style-type: none"> • Provides qualitative input from organized groups and general public • Typically more in depth than survey and questionnaire responses | <ul style="list-style-type: none"> • Content analysis can be difficult and time consuming |
| EXPERT PANELS <ul style="list-style-type: none"> • Experts from different perspectives • Moderated panel discussion | <ul style="list-style-type: none"> • Ensure that the moderator is skilled and non-biased • Provide the public with the opportunity to ask questions following the panel discussion • Establish and communicate rules for participation | <ul style="list-style-type: none"> • Raises new issues, clarifies points of view, identifies various interests • Stimulates further discussion with the public • Opportunity for balanced dialogue | <ul style="list-style-type: none"> • May heighten public concerns by highlighting issues and problems • Panel presentations can be academic and difficult to understand • Requires substantial planning and financial resources |

Involvement

Moving through the continuum, two-way communication increases and centers on established and mutually accepted objectives. At this level, the public has more influence on decision-making and feedback from the public is analyzed and incorporated into alternatives and outcomes.

| PUBLIC ENGAGEMENT TOOLS AND TECHNIQUES | | | |
|--|---|--|--|
| - INVOLVE - | | | |
| Tools & Techniques | Tips | Benefits | Risks |
| WORKSHOPS <ul style="list-style-type: none"> Interactive working sessions focused on specific topic or issue | <ul style="list-style-type: none"> Provide background materials and technical information Include a cross-section of interests Clearly define tasks and the desired outcomes Design activities to motivate participants and achieve desired outcomes Provide facilitators and recorders for each working group | <ul style="list-style-type: none"> Can build credibility and buy-in Useful for dealing with complex issues and topics Participants collectively become involved in definition of issues and problem solving Fosters a team environment among stakeholders Opportunity to receive detailed input from participants | <ul style="list-style-type: none"> Extensive planning and organization is required Several small group facilitators and recorders may be required Challenging participants may negatively influence process and outcome |
| ROUNDTABLES <ul style="list-style-type: none"> Small group discussions from large group meeting | <ul style="list-style-type: none"> Ensure that a skilled facilitator manages each of the roundtable discussions Provide a recorder for each discussion group Present discussion summaries when large group reconvenes | <ul style="list-style-type: none"> Facilitator can probe and solicit more in depth feedback about issues, concerns, preferences Level of comfort among the public may increase in smaller setting Facilitator helps to ensure more equitable participation | <ul style="list-style-type: none"> Cost of hiring professional facilitators and recorders can be cost prohibitive |

| PUBLIC ENGAGEMENT TOOLS AND TECHNIQUES | | | |
|---|---|--|---|
| - INVOLVE - | | | |
| <i>Tools & Techniques</i> | <i>Tips</i> | <i>Benefits</i> | <i>Risks</i> |
| SMALL GROUP PROCESSES <ul style="list-style-type: none"> Brainstorming | <ul style="list-style-type: none"> Ensure that the facilitator is skilled Clearly identify objectives and desired outcomes Develop approach for recording and analyzing input | <ul style="list-style-type: none"> Encourages groups to generate creative ideas and solutions Promotes understanding and consensus building Builds relationships Diminishes potential conflict by providing a structured format and safe environment for sharing feelings, opinions and perspectives | <ul style="list-style-type: none"> Evaluating input can be difficult |
| CHARETTES <ul style="list-style-type: none"> Prolonged, facilitated meeting to achieve mutual agreement | <ul style="list-style-type: none"> Ensure that a range of public/stakeholders participate Ask participants for a commitment to the process until consensus has been reached Plan exercises and activities that generate creative ideas Outline objectives and indicate how input will be used | <ul style="list-style-type: none"> Effective mechanism for achieving a consensus among conflicting groups or interests Encourages joint problem solving Fosters understanding of positions held by other groups Builds cooperative relationships | <ul style="list-style-type: none"> Effective only when participants have sense of urgency or priority Requires significant time commitment from participants Beneficial only if there is a willingness to implement outcomes |

Collaborate

This stage is characterized by joint planning and shared decision-making. Here, the public participates in the analysis of issues, contributes to the development of alternatives, and directly influences recommendations, decisions and outcomes.

| PUBLIC ENGAGEMENT TOOLS AND TECHNIQUES | | | |
|---|--|--|---|
| - COLLABORATE - | | | |
| Tools & Techniques | Tips | Benefits | Risks |
| <p>CONSENSUS BUILDING TECHNIQUES</p> <ul style="list-style-type: none"> Nominal group Delphi panels Deliberative dialogue Public value assessments | <ul style="list-style-type: none"> Use techniques that are simple and straightforward Allow sufficient time to reach consensus Determine degree of consensus necessary to move forward Ensure that the decision-making authority is committed to the consensus | <ul style="list-style-type: none"> Cultivates compromise among diverse interests Generates structured decision-making Emphasis is on problem solving to reach mutually satisfactory outcome May help avoid later conflicts | <ul style="list-style-type: none"> Consensus may not be achievable Group must be open to compromise |
| <p>ADVISORY COMMITTEES</p> <ul style="list-style-type: none"> Group of stakeholders providing direct input on an on-going basis | <ul style="list-style-type: none"> Ensure that the committee roles and responsibilities are defined and agreed in a mandate Provide equitable access to resources and information Recruit and interview potential participants Ensure that stakeholders represent a cross-section of affected publics, points of view or fields of expertise | <ul style="list-style-type: none"> Provides an indication of public views and concerns Participants serve as a connection to interest groups Participants become informed before decisions are reached Facilitates cooperation and understanding among various interests Builds relationships | <ul style="list-style-type: none"> Financial and human resources requirement can be substantial Committee members required to dedicate substantial volunteer time |

| PUBLIC ENGAGEMENT TOOLS AND TECHNIQUES | | | |
|--|---|--|---|
| - COLLABORATE - | | | |
| Tools & Techniques | Tips | Benefits | Risks |
| TASK FORCES <ul style="list-style-type: none"> Group of stakeholders formed to accomplish specific assignment | <ul style="list-style-type: none"> Participants should represent range of interests and perspectives Stakeholders should have credibility with public Specific task, desired outcomes and anticipated timeframe should be clearly established Provide access to information and experts Strong leadership is necessary | <ul style="list-style-type: none"> Provides opportunity for differing interests to reach compromise Resulting products or recommendations typically have credibility with the public | <ul style="list-style-type: none"> Substantial time is needed for preparation Requirements for staff support may be considerable Substantial commitment of volunteer time required by participants |
| STUDY CIRCLES <ul style="list-style-type: none"> Small group meeting to find solutions to a specific problem | <ul style="list-style-type: none"> Provide necessary background information before the meeting Ensure that participants represent a broad range of perspectives May require multiple meetings | <ul style="list-style-type: none"> Provides opportunity for enhanced understanding and communication Generates problem solving through collaborative study All participants have an equal opportunity to contribute | <ul style="list-style-type: none"> Skilled facilitator is required Preparing background information can be costly and time consuming |
| THIRD PARTY FACILITATED CONFLICT RESOLUTION <ul style="list-style-type: none"> Mediation Negotiation Arbitration Conciliation | <ul style="list-style-type: none"> The third party facilitator must be acceptable to all parties Clearly define the role of the facilitator Ensure that the facilitator is thoroughly informed Determine in advance how recommendations will be used | <ul style="list-style-type: none"> Effective when interdependent parties cannot reach agreement Can result in agreements that are supported by all parties Communication and understanding among conflicting parties may be improved Focuses conflicting parties on substantive issues | <ul style="list-style-type: none"> Can be time and labor intensive To be successful, all parties must be committed to the process and have a willingness to compromise Mutually agreeable resolutions may not be reached |

PLANNING AND IMPLEMENTING PUBLIC ENGAGEMENT PROGRAMS

There are a number of considerations and tasks involved in developing and implementing a public engagement program. The following steps will help guide the planning team's discussion and make sure they have considered the critical aspects of a program. After discussion, the planning team can document the discussion on the attached worksheet.

1. Clarify the Purpose and Objectives

- Review the background for the project or issue.
- Clarify the purpose, objectives and desired outcomes for the engagement process.
- Identify key issues.
- Confirm legal or regulatory requirements.

2. Decide Who Should be Involved

- Identify the publics and stakeholders that should be involved.
- Determine each group's interest in and impact on the project or issue.

3. Determine the Level of Readiness

- Determine the likely 'level of readiness' using the checklist on page 10.

4. Determine Level of Engagement

- Determine the desired level of public engagement, e.g. whether the public is going to be kept informed or actively involved in decision-making. Use the Checklist on page 12.

5. Decide on the Tools and Techniques

- Based on the level of public engagement, review the appropriate Tools and Techniques starting on page 14.
- Considering the benefits and constraints for each approach, determine the tools that will be used.

6. Confirm Timeframes and Resources

- Identify key engagement milestones.
- Develop a budget estimate for the engagement process.
- Determine what skills/resources are available and/or required.

7. Confirm Feedback and Reporting

- Identify how and when to provide feedback about the process to each stakeholder group and the public.
- Determine how the final outcomes will be documented and communicated.

8. Evaluate

- Complete the evaluation Worksheet on page 31.

Adapted from Warringa Council (2011). Community Engagement Matrix

Public Engagement Plan Worksheet

| | |
|--|-----------------------|
| PUBLIC ENGAGEMENT PLAN WORKSHEET | Project Title: |
| Engagement Coordinator (Name, title, department, contact information.) | |
| Project Management (How is the overall project being managed? Include name of project manager, team members and departments. How is the engagement project being managed?) | |
| Purpose and Objectives (What is to be achieved through the engagement process?) | |
| Background (Include information such as history, previous engagement exercises.) | |
| Key Issues | |

| PUBLIC ENGAGEMENT PLAN WORKSHEET | |
|--|--|
| Stakeholders/Publics (List the different stakeholders and publics, level of concern and impact.) | |
| Level of Engagement Readiness | |
| Level of Engagement | |
| Tools/Techniques (e.g. newspaper articles, open house, focus groups) | |
| Timeframe (Include stages of public engagement if more than one.) | |

| PUBLIC ENGAGEMENT PLAN WORKSHEET | |
|---|--|
| Resources (Identify costs, key roles and responsibilities.) | |
| Feedback and Reporting (Confirm how and when participants will receive feedback about the process, the input received, how it was used and the final outcomes.) | |
| Evaluation (Refer to the evaluation checklist on page 31.) | |

ENGAGEMENT EVALUATION

Public Engagement Evaluation Worksheet

| PUBLIC ENGAGEMENT EVALUATION WORKSHEET | | | | |
|--|-----|-----------|----|----------|
| | Yes | Partially | No | Comments |
| Were the objectives of the public engagement process achieved? | | | | |
| Did the engagement strategy reflect the City's Public Engagement Guiding Principles? | | | | |
| Were all affected publics and stakeholders identified? | | | | |
| Were the engagement tools and approaches effective? | | | | |
| Did the engagement process provide the public and stakeholders with sufficient opportunity to participate? | | | | |
| Was the public satisfied with the engagement process? | | | | |
| Was the quality and quantity of public input adequate? | | | | |
| Were the key issues addressed? | | | | |
| Was the process for recording and analyzing public input satisfactory? | | | | |
| Was the engagement process managed effectively? | | | | |
| Was the timeline for the engagement process realistic? | | | | |
| Was the staff time allocated sufficient? | | | | |
| Did the public engagement process stay within budget? | | | | |
| Did stakeholders receive feedback about how input influenced decisions? | | | | |

2. RESOURCES

There is a wealth of information and resources about public engagement. The following websites and manuals contain information about all aspects of public engagement from its philosophy to its practice and from training courses to tools.

Public Engagement Websites

- **Tamarack – An Institute for Community Engagement** <http://tamarackcommunity.ca/index.php>

Summary: This website is dedicated to the art and science of community engagement and collaborative leadership. The website includes: a resource library with community engagement articles, frameworks and tools; a variety of resources developed by Tamarack and Vibrant Community coaches; a bookstore; online audio seminars and podcasts; free tele-learning seminars; and a free monthly e-magazine.

- **International Association for Public Participation** <http://www.iap2.org/>

Summary: IAP2 is an Association of members who seek to promote and improve the practice of public participation in relation to individuals, governments, institutions, and other entities that affect the public interest in nations throughout the world.

- **deliberative-democracy.net** <http://www.deliberative-democracy.net/>

Summary: deliberative-democracy.net is the online home of the Deliberative Democracy Consortium. The mission of the Consortium is to bring together practitioners and researchers to support and foster the budding, broad-based movement to promote and institutionalize deliberative democracy at all levels of governance in the United States and around the world. The site offers an extensive range of articles, news releases, guides and reports.

- **The National Coalition for Dialogue and Deliberation** <http://ncdd.org/>

Summary: The National Coalition for Dialogue and Deliberation (NCDD) promotes the use of dialogue, deliberation, and other innovative group processes to help people come together across differences to tackle challenging problems. The website serves as a gathering place, a resource clearinghouse, a news source, and a facilitative leader for the dialogue and deliberation community and beyond.

- **Canadian Policy Research Networks** <http://www.cprn.org/index.cfm?!=en>

Summary: Canadian Policy Research Networks (CPRN) advises Canada's leaders on the issues and the policy options to move Canada forward. Since 1995, CPRN has played a leadership role in public involvement in Canada with a mandate to bring citizens' voices and values into public policy decisions and to foster greater civic literacy and engagement. The website provides a wide range of public engagement resources.

Canadian Community for Dialogue and Deliberation <http://www.c2d2.ca/>

Summary: The Canadian Community for Dialogue and Deliberation is a community of individuals and organizations dedicated to the creation and sustainability of vibrant communities, businesses, governments, not for profits and learning institutions through the good practice of dialogue, deliberation, collaborative action and decision-making processes. A variety of public engagement learning resources are available on the website.

Centre of Excellence for Youth Engagement <http://www.engagementcentre.ca/>

Summary: The Centre of Excellence for Youth Engagement (CEYE) brings together the expertise of youth, youth service providers, academic researchers and policy makers to identify, build and implement models of effective practice for meaningfully engaging youth and to document the results. The website includes resources produced by the centre as well as information from other organizations interested in youth engagement.

Public Engagement Manuals and Frameworks

“Involving Edmonton Handbook; Public Involvement Framework”

The City of Edmonton, Alberta (2008) <http://www.edmonton.ca/search/results.aspx>

Summary: The City of Edmonton developed the Public Involvement Framework to ensure a consistent approach by all City staff for all public involvement processes. Section 1 contains key considerations about planning and conducting public involvement processes. Section 2 reviews process tools and methods and offers information for selecting public involvement methods. Section 3, the public involvement plan workbook, is a step-by-step guide for creating a public involvement plan. Section 4 provides guidance for translating the information from the previous section into a public involvement plan.

“Public Input Toolkit for Municipalities”

Municipal Dispute Resolution Services, Alberta Municipal Affairs (2006)

http://www.auma.ca/live/AUMA/Toolkits+%26+Initiatives/Citizen_Engagement_Toolkit

Summary: The Toolkit aims to assist municipalities to create an effective engagement plan by providing a usable set of tools to involve citizens in many different ways. The toolkit is divided into two main sections. Section 1 describes how public input opportunities should be designed and planned in small and mid-sized municipalities. Section 2 describes approaches and techniques for carrying out public consultation activities on behalf of a municipality. The document also includes a guide to Community Consultation for Developers, and the Citizen’s Guide to Participating in Municipal Decision-making.

“Local Government Participatory Practices Manual”

Federation of Canadian Municipalities, International Centre for Municipal Development (2007)

<http://www.fcm.ca/English/googlesearch.asp?x=1&cx=001363921072910328308%3Aopw0nimds5c&cof=FORID%3A10&ie=iso-8859-1&oe=iso-8859-1&q=local+government+participatory&sa=Search&siteurl=www.fcm.ca%2Fenglish%2Fview.asp%3Fx%3D1353>

Summary: The Manual was designed to enhance the ability of municipal officials and staff to initiate or strengthen participatory processes in their own communities. The first section of the Manual is a participatory toolkit, containing detailed descriptions of 15 tools used to support public participation in local government. The next section offers a series of worksheets designed to facilitate the application of participatory tools. The Manual’s last section identifies a range of resources on public participation in local government.

“Handbook on Citizen Engagement: Beyond Consultation”

Canadian Policy Research Networks (2008) <http://www.cprn.org/doc.cfm?l=en&doc=1857>

Summary: The Handbook builds on years of work at the Canadian Policy Research Networks bringing together cutting edge thinkers and practitioners in the field of citizen engagement. It provides an overview of public engagement concepts and methods of public engagement as well as a significant number of resources pertaining to public engagement.

“Public Involvement: Guidelines, Tools and Worksheets for Successful Community Engagement”

The City of Waterloo, Ontario (2010) <http://www.waterloo.ca/DesktopDefault.aspx?tabid=2606>

Summary: Recognizing that public involvement often requires more than just informing the community, an ad hoc committee consisting of Council, staff and citizens developed public engagement guidelines, which involve five complimentary stages: inform, listen and learn, consult, collaborate, and empower. Based on the best practices from other municipalities, the document provides a series of staff guidelines, tools and worksheets.

“Guide for Effective Public Involvement”

Canadian Association of Petroleum Producers (2003) <http://www.capp.ca/getdoc.aspx?DocID=73244>

Summary: The purpose of the Guide is to introduce the fundamentals of public involvement, to provide guidance for designing an effective public involvement program, and to serve as an on-going reference for public involvement activities. While geared toward the oil and gas industry, the information provided is applicable to other sectors.

“The City of Saskatoon Community Engagement Process – A Guide to Public Process”

The City of Saskatoon, Saskatchewan (2004)

http://www.saskatoon.ca/DEPARTMENTS/Community%20Services/Communitydevelopment/Documents/ce_fullmanual.pdf

Summary: The Community Engagement Process was developed to provide The City of Saskatoon with a consistent approach to engage the public in civic matters. The first section of the document identifies the guiding principles and overall objectives for public engagement, and sets out the roles of key stakeholders, including Council, administrators, community organizations and the public. The second section defines community engagement and discusses the benefits of community engagement. The third section provides a step-by-step approach for planning and implementing community engagement processes. A series of practical worksheets and checklists are included in the document.

“Community Engagement in the New South Wales (NSW) Planning System”

Sydney, Australia (2003)

http://www.communitybuilders.nsw.gov.au/community_engagement_handbook_part_1.pdf

Summary: This document provides guidance on how to conduct effective community engagement. It is geared towards local and State environmental planning practitioners and anyone interested in improving community engagement in the New South Wales planning and development system. The document describes community engagement as a tool to consult the public to develop better decisions and policies. It is a valuable document for governments seeking to find ways of engaging the public in their work.

REFERENCES

- “Guide to Effective Public Involvement” Canadian Association of Petroleum Producers, Calgary, Alberta (2003)
- “Community Engagement in the New South Wales Planning System” Prepared for Planning NSW by Elton Consulting, Sydney, Australia (2003).
- “engage! Framework and Toolkit” The City of Calgary, Alberta (2003)
- “Involving Edmonton – A Public Involvement Initiative” The City of Edmonton, Alberta (2008)
- “Public Participation Guide” Canadian Environmental Assessment Agency (2010)
- “Public Participation in Protected Area Management – Best Practices” Parks and Wildlife Commission of the Northern Territory, Australia (2002)
- “Public Input Toolkit for Municipalities” Prepared by Equus Consulting Group Inc. for Alberta Municipal Affairs, Edmonton, Alberta (2005)
- “Public Involvement: Guidelines, tools and worksheets for successful community engagement” City of Waterloo, Ontario (2008)
- “The City of Saskatoon Community Engagement Process – A Guide to Public Process” City of Saskatoon, Saskatchewan (2007)
- The International Association of Public Participation Practitioners’ Tools (2000)
- “Warringa Council Community Engagement Matrix” Sydney, Australia (2011)