ENGAGE GREENVIEW

PUBLIC ENGAGEMENT TOOLKIT

2024

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Municipal District of
GREENVIEW

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Introduction - Community Engagement in Greenview

Why does Greenview have a Public Engagement Toolkit?

The MD of Greenview (Greenview) is a dynamic municipality that interacts with the public on many projects, studies, initiatives, services and programs.

The purpose of this Public Engagement Toolkit is to unite Greenview with the community and develop a collective vision for Greenview's future. We want to work collaboratively with the community, not just for them. Whether we're letting our residents know about plans to create a new campground, looking for feedback on a road improvement study, a new development, or inquiring on ways to enhance user experience at our community facilities, we want to hear from our community.

The public engagement guide is our commitment to meaningful engagement and provides a framework for engagement. It provides a range of flexible techniques to engage the community in the activities and decision-making proces

ses of the municipality.

Who should use this guide?

Staff, Council and those assisting Greenview on a project, initiative, study or policy.

When should you use this guide?

For small and large projects that may be short or long-term. There is no one size fits all for public engagement. Each project, initiative or study requires a unique approach and different techniques. This document provides steps and workbook pages to help guide your project to be successful.

Commitment to Community Engagement

Community engagement seeks to involve the Greenview community in decisions that affect them, collectively making decisions and shaping Greenview's future together to achieve long-term and sustainable outcomes. The community and Greenview must connect in order to discover what each group thinks and feels about an issue, project, or initiative.

Council and Staff need to hear different viewpoints as they consider a variety of facts, data, and options. In creating meaningful community engagement, Greenview and Council will:

► encourage transparency in the decisions they make on behalf of the community

► gather input from citizens and interested parties

► use this input to enhance their work and

► communicate how the input influenced the final decision/project

By balancing the process of planning and policy development with the real-life impact of these outcomes, we can better recognize and appreciate each other's expertise. This shared knowledge will allow us to find common ground, build trust, and understand each other's perspectives, which will ultimately lead to better decisions.

The MD of Greenview is the third-largest rural municipality in the province of Alberta, with a population of approximately 9,000, and includes the hamlets of Little Smoky, Ridgevalley, DeBolt, Landry Heights, Grande Cache and Grovedale. The borders encompass the Sturgeon Lake Cree Nation and the towns of Fox Creek, and Valleyview, while Grande Prairie is our neighbour to the west.

With a growing population and the potential for significant economic growth over the next few years, it is essential to include all residents and interested parties to ensure that Greenview continues to be a great place to live, work and play. In order to achieve a bright future for our communities, engagement must be embedded in everything we do, and this plan will support a responsive, open and accountable government that embraces the values and priorities of everyone we serve.

Effective Engagement

The goal of community engagement is to ensure that residents feel heard and are involved in the process of making decisions that impact them. It provides us with a means to incorporate citizen values, interests, needs and desires into our decision-making processes and decisions. This improves municipal decision-making by bringing all perspectives to the table.

We want to build a more engaged community by inviting citizens to influence projects and ensure that decision-making is well-informed and inclusive.

This strategy is designed to help us:

► Support community members and interested parties to become involved in municipal decisions. The more perspectives that are considered, the more informed decisions will become. Hearing from under-represented groups and inviting an array of perspectives will allow us to have a balanced understanding of the community's wants and needs.

► Provide a clear and consistent framework for public engagement so staff, Council and the public know what to expect. Some issues are more contentious, have greater impact or affect a wider variety of people so engagement should reflect this.

► Distinguish between different levels of public engagement and provide a clear process for selecting the right approach for each initiative or project.

► Inspire us to make better decisions together and build trust between residents and MD officials – ultimately creating a more cohesive community.

What is Public Engagement?

Public engagement is any process that involves the public in problem solving or decision-making and uses public input to help make decisions. It means regularly engaging the community on projects, studies, initiatives, services and programs.

We do this through:

Sharing information

Provide timely and reliable information that is easy to find and understand.

Consulting

Keep the community informed, listen to and acknowledge input, and provide feedback about how public input influenced the decision.

Involving

Work with the community to ensure that their concerns are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

Collaborating

Look to the community for advice and innovation in formulating solutions and incorporate their advice and recommendations into the decisions to the maximum extent possible.

Empowering

Implement what the community decides. This is when decision-making is placed in the hands of the community.

The Benefits of Public Engagement?

► Public engagement helps us do a better job.

► It brings attention to an important issue.

► It identifies potential and existing concerns/areas of conflict before they escalate.

► The process brings individuals and groups together to identify and/or develop recommendations and alternatives.

► It helps interested parties understand complexities of an issue.

► It builds interested parties support and shared ownership in the decision.

► Implementation and/or evaluation.

► It leverages the wealth of talent in our community.

► It helps Council understand the needs and priorities of the community so decisions can be made with these in mind.

► Having a plan helps identify key steps/considerations so nothing gets missed.

► The plan integrates public engagement and communications in one place.

► Ensures public engagement is a part of a complete project plan.

Process Objectives

The overall goal of the engagement process is to facilitate meaningful community involvement. This corresponds to the objectives of:

1. **Aware** - Creating awareness amongst interested parties

2. **Educate** - Providing thorough and useful information

3. **Involve** - Enabling effective opportunities for participation

4. **Update** - Communicating how feedback influences decisions

These objectives apply to the overall project, and also to each individual engagement initiative within the process, such as surveys, workshops, etc.

Greenview's Guiding Principles to Public Engagement

These eight guiding principles are the foundation for our engagement:

1. Inclusiveness and mutual respect

We believe in being inclusive, where everyone affected by an initiative, project or issue has a right to be involved in the process. We will make the best effort to reach out, involve and hear from everyone who is either directly or indirectly impacted and will provide opportunities for interested parties to get involved at the beginning of the project. Ensure that public notice and engagement is based on building trust and relationships that seek to involve all members of the community.

2. Culture

We will honor the diversities of our communities and residents.

2. Open two-way communication

Work with the community in a co-operative and collaborative way to share information and provide opportunities for open and constructive dialogue.

3. Early involvement, timely communication, clear and accessible communication

Communicate as early as possible in the engagement process and ensure information is available in a timely manner so the community can actively participate. Ensure the use of plain language and a wide variety of formats and channels of communication.

5. Sustainability

We will manage our natural and financial resources to meet current needs while ensuring that adequate resources are available for the future.

6. Transparency

We are committed to ensuring that all engagement activities will be purposeful and sincere. Greenview is committed to using tools and strategies to build capacity, encourage engagement, and appropriately involve the community when making decisions.

Ensure that the community is informed on relevant legislative, strategic, and local context will support them in making informed decisions. Sharing information early and keeping the community updated will foster a deeper understanding of the issues, initiative, or project, and allow residents to make meaningful contributions.

7. Responsiveness

We believe that inviting residents to participate means that public input will be considered and can influence the final decisions. Scoping engagement appropriately, with the right tools and formats, will maximize the number of people who participate, allowing for expanded visions, and diverse possibilities.

We will genuinely listen to the community's feedback and ideas, ensuring that these contribute to comprehensive decision making, and inspiring residents to take ownership of their future.

8. Accountability and Learning

We will clearly communicate and share the results of public engagement, including the level of engagement that is necessary, the role of residents, and how their input will be used.

We will follow up with participants, sharing the outcomes and demonstrating the value of their contribution in implementing the change they wish to see. Closing the loop and evaluating engagement methods will provide genuine insights into the community's priorities and values, increasing confidence in the decisions made on their behalf and strengthening our commitment to the community.

In order to provide the best service to our community, we need to continually challenge ourselves, evaluate our processes, pursue new ways to work, and embrace new opportunities that will achieve continued growth.

Legislative Requirements

The Municipal Government Act outlines the minimum requirements for community engagement.

Legislated areas of community engagement include things such as development and long-term developed plans as well as direction pertaining to the notification of engagement activities.

Section of Act	Direction Provided
197	Councils and Council committees must conduct meetings in public, unless section 2 or 2.1 applies.
227	If Council calls a meeting with the public, notice of it must be advertised and everyone is entitled to attend.
230	Describes when Council is required to hold a public hearing before second reading of the bylaw, or before Council votes on the resolution.
251 (3)	A borrowing bylaw must be advertised.
606	Describes the requirements for public advertising. Notice must be advertised at least once a week for two consecutive weeks or delivered to every residence in the area affected. Describes what a notice must contain.
636	Describes notification and public input requirements related to preparation of a statutory plan.
640 (2) (d)	Land use bylaw must provide for how and to whom notice of the issuance of a development permit is given.
692	Council must hold a public hearing (section 230) and give notice (section 606) before giving second reading to adopt or amend a land use bylaw or statutory plan, i.e. a. an inter-municipal development plan, b. a municipal development plan, c. an area structure plan, or d. an area redevelopment plan.

See Appendix for Greenview Public Engagement Policy 1025.

When Should Greenview Decide to Engage the Community?

Each municipality needs to consider the types of issues where it is most important to engage the community. There is no need to engage the community in every aspect of a municipality's decision-making or service delivery but there are some issues where community members will expect to get engagement.

Key issues, such as the following are important some topics for which community engagement is warranted:

1. Community planning and land-use planning
2. Establishing council/corporate priorities for future years
3. Local government service levels/standards
4. Proposed by-laws
5. The design and location of new infrastructure or facilities (including roads)
6. Specific projects or programs (such as sport and recreation, community safety/crime prevention, emergency planning, economic development, tourism)
7. Youth and seniors' issues or services

Municipalities would not undertake community engagement activities in the following circumstances:

► If the decisions have already been made on what they are proposing to ask people about; If the results of the community engagement activities are not going to be used;

► If they cannot deliver what the community has requested;

► If there are recently already received engagement input;

► If the appropriate resources, including financial resources, are not available;

► If the urgency of the issue is such that the public interest lies in addressing the issue straight away with no time for engagement.

Steps to develop a Public Engagement Plan

This Greenview Public Engagement Toolkit involves the following steps to create a successful public engagement plan. Throughout the document, fillable worksheets are provided to help in the planning process.

1

ASSESS & UNDERSTAND THE PROJECT

Decide whether to engage the community & define the project.

2

PLAN & DEVELOP ENGAGEMENT PLAN

Determine the strategy, establish measures and timelines, choose techniques and communicate the plan. Define the project, interested parties & level of community impact.

3

IMPLEMENT THE PLAN - ENGAGE

Conduct the public engagement.

4

EVALUATE

Evaluate the process and outcome.

5

POST PROJECT

Provide updates to the public from processess and outcomes.

6

APPENDIX

Additional resources.

STEP 1:
Assess & Understand the Project

Decide Whether to Engage the Community

Before starting a community engagement project, it is important to make an informed decision about whether Community Engagement is appropriate for the decision or issue under consideration. In some cases, community engagement is required (i.e. for Legislated community engagement requirements, Municipal Government Act). Otherwise, when it is thought that a decision is going to have an impact on community members or the environment, it is usually wise to employ engagement activities.

If you select YES to any of the items below, engagement is recommended.

	YES	NO	NOTES
Public notification and input are REQUIRED by law or for project development.	☐	☐	
Council or administration requests public input prior to making a decision.	☐	☐	
The matter under consideration is a known concern of community members.	☐	☐	
The matter under consideration can have a significant impact on community members.	☐	☐	
The matter under consideration may be perceived to decrease property values or increase taxation levels.	☐	☐	
The matter under consideration may be perceived to create or increase any health or safety risk.	☐	☐	
The matter under consideration affects the lifestyle, quality of life or habits of residents (i.e. loss of access, congestion, restriction of activity).	☐	☐	
The matter under consideration may be an emotional or moral issue for residents.	☐	☐	
The matter under consideration will moderately or significantly affect the natural environment including view, odour or noise.	☐	☐	
The matter under consideration requires trade-offs around core community values (i.e. a proposed business park in a pristine natural environment).	☐	☐	
The matter under consideration has multiple challenges and potential solutions.	☐	☐	
OTHER reason to engage:	☐	☐	

Getting Started: Identify the Issue & SMART Framework

Identify the Issue

The first step is to clearly identify the issue being addressed and the goals and outcomes we want to achieve through engagement. Having a clear picture of both the issue and decision is critical to the choices we make through the entirety of our community engagement plan.

Engaging the community is driven by a genuine interest to hear the voices of residents and have their input influence our work for the betterment of the entire community. It is therefore important to clarify the level of input that the community has in the decision. The points to consider include:

► Where community participation is needed to define the challenge, develop and evaluate solutions, and/ or enable successful implementation.

► Where the community's input can help to prioritize and balance competing needs and interests.

► Understand the level of engagement that residents are expecting.

► Understand the level of engagement that Council and internal interested parties are expecting.

SMART framework

We will incorporate the SMART framework to help us develop outcomes that will be successful:

SPECIFIC   Focus on answering the five W's: Who, What, Where, When, and Why

MEASURABLE   Focus on answering *How* questions: How much? How many? How will we know when the outcome has been achieved?

ATTAINABLE   Ensure that the outcomes can be achieved.

REALISTIC   The outcomes are ones that administration can develop and implement, and will result in progress towards the final decision.

TIME BOUND   The outcomes will be connected to a specific time frame that provides us with the opportunity to reflect on our progress and adjust if necessary.

SPECIFIC   MEASURABLE   ATTAINABLE   REALISTIC   TIME BOUND

Define the Project - Purpose, Objectives & Goals

A clear statement of purpose should be defined at the outset. To do this, it is helpful to answer the question: "Why do you need or want people to get involved in the project?" Clear objectives are essential to an effective community engagement process. It is important to spend time developing objectives and to get them right, because the expectations of both the municipality and the community will be built on these objectives. Fill out the following worksheet to define the project purpose, objectives and goals.

Public Engagement Plan - Purpose, Objectives & Goals	
1. Project Name:	
2. Project Admin(s):	
3. What is the project/initiative that needs to be addressed, answered or resolved?	
4. Statement of community engagement purpose:	

5. What purpose does your engagement serve? What goals are you trying to achieve?

☐	To convey and explain information to a community.
☐	To seek community feedback on information.
☐	To get information from a community.
☐	To engage community talent and skill in helping solve a problem that otherwise would not be solved.
☐	To garner community support for an initiative.
☐	To engage a community in a planning process.
☐	To negotiate with a community.
☐	To seek community involvement in the monitoring or evaluation of an activity, program or system.
☐	To seek ongoing community involvement in the operation of an activity, program or system (as board members, advisory committee members, volunteers or as potential or actual employees or recipients of service).
☐	To provide a community with tools that will help it address an issue among its members.
☐	Governance, Policy or Bylaw development & implementation (i.e. Land Use Bylaw, Municipal Development Plan, Master Plans, etc.)
☐	Service changes or introduction to new services (i.e. waste, utilities, transportation, recreation programs)
☐	Capital Project (new/updated facilities).
☐	Inform Residents of changes to policy or bylaw
☐	Solicit preferences (i.e. playground equipment).
☐	Other:

6. Based on your selection above, summarize and prioritize your engagement goals:	7. Desired outcomes and how will each goal be measured? (see next page for tips and examples.
a.	
b.	
c.	

Defining Community Engagement Outcomes

Outcomes statements strive to describe the final state achieved as a result of your engagement strategy. Reflecting on the desired outcomes that describe your view of the final results can be helpful in framing the purpose of your community engagement.

Defining Outcomes

► Outcomes are all the changes and effects that happen as a result of the action we take.

► Outcomes are changes that occur or the difference that is made for individuals, groups, families, organizations or communities.

► Outcomes relate to changes in behaviour, norms, decision-making, knowledge, attitudes, capacities, motivations, skills, conditions.

► Outcomes are not "what we do" but what results from what we do that is of value or benefit to others.

Tips for Identifying Outcomes

► Ask the questions:

  ➢ What changes would make you think, "We've been successful and made a difference"?

  ➢ What will be different as a result of what we do?

  ➢ For whom will things be different?

  ➢ What will be changed/improved?

• For an existing piece of work, look at the project/program major activities. For each activity ask yourself, "Why are we doing that?" Usually, the answer to the "why" question is an outcome.

• Outcomes answer the "So what!" question.

• Outcomes should be built upon a clear need.

• Outcomes should be clear and unambiguous, realistic and achievable.

Examples

► Community members who participate in February's engagement sessions feel excited about the future for the community, and they report that they understand the decision that was made, how it affects them and why it was the best choice. (Example for INFORM engagement).

► Decision-makers have the input they need at the May 17 Council Meeting to set greenhouse gas targets for the community that are achievable for community members while contributing to significant greenhouse gas reduction efforts over the next five years. (Example for CONSULT engagement)

► Community members who participate in the spring activities associated with our Advisory Board feel valued for their contributions to the decision-making process, empowered to give their best advice and confident that they are partners in choosing the best path forward. (Example for COLLABORATE engagement)

► Community members have the information they need to deliberate and prioritize the decisions during the month of September and recommend a final outcome for implementation by the end of the fiscal year. (Example for EMPOWER engagement)

STEP 2:
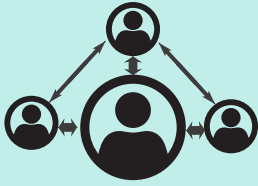## Plan & Develop Engagement Plan

Five types of public engagement - IAP2 Spectrum

The spectrum of Public Participation was developed by the International Association of Public Participation (IAP2) to help clarify the role of the public (or community) in planning and decision making and how much influence the community has over planning or decision - making. It identifies five levels of public participation (or community engagement) that will be used in Greenview's community engagement activities. The IAP2's Public Participation Spectrum shows the possible types of engagement with interested

	PUBLIC PARTICIPATION GOAL:	EXAMPLE	
INFORM	• To provide the public with balance and objective information to assist them in understanding the problems, alternatives and/or solutions. • "Here is what is happening."	• To notify interested parties of an issue, project or decision • To provide information to assist in understanding the topic, options, solutions and/or decision • Advising the community of a situation or proposal • Informing on a decision or direction • No response is required, but people may have opportunities for further participation • To prepare interested parties for more forms of engagement	
CONSULT	• To obtain public feedback/ interested parties on analysis, alternatives and/or decisions. • "Here are some options, what do you think."	• Obtain public feedback into the priorities or decisions, usually at one point the project planning or implementation process • Seeking comment on a proposal, action or issue • Seeking feedback on a service or facility • Requiring a response but limited opportunity for dialogue • Option for people to seek a further level of participation	
INVOLVE	• To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered. • "Here is a problem, what ideas do you have."	• Involving the community in a discussion or debate • Ensuring informed input through briefings & information • Adopting a more personal and innovative approach through person contact and meetings/session that encourage participation • Involving interested parties at different times in the planning process(i.e. keeping informed and enabling further comment)	
COLLABORATE	• To partner with the public in each aspect of the decision, including the development of alternatives and the identification of preferred solution. • "Let's work together to solve this problem."	• Establishing a structure for involvement in decision-making (i.e. committee) • Enabling ongoing involvement and keeping informed • Allocating responsibility in achieving initiatives	
EMPOWER	• To place final decision-making in the hands of the public. • "You care about this issue and you are leadin an inititaive. How can we support you."	• Community members take the lead on developing a new pathway, trail, skate park or neighbourhood rink • Establishing a process that allows the public to make an informed decision.	

parties and communities. The spectrum also shows the increasing level of public impact progressing through the spectrum beginning with "inform" through to "empower". The further to the right on the Spectrum, the more influence the community has over decisions, and each level can be appropriate depending on the context. It is important to recognize they are levels; not steps.

The 5 types of (goals) of engagement are: Inform, Consult, Involve, Collaborate and Empower.

OUR PROMISE TO THE PUBLIC	WHAT DOES IT LOOK LIKE?	TACTICS	
• "We will keep you informed."		• Fact Sheets • Web Sites • Open Houses • Mail-out • Changes to bylaws, new funding announcements, service level changes	INFORM
• "We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision."		• Public comment • Focus Groups • Surveys • Public Meetings • Asking for input on the budget, service level changes, or a new policy, or Land Use Amendment	CONSULT
• "We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision."		• Workshops • Deliberate Polling • Generating ideas on where to establish a new off-leash park or identifying the brand for way-finding signs	INVOLVE
• "We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible."		• Citizen Advisory Committees • Consensus-building • Participatory decision-making • Working with the community to design a new park/playground, establish a new brand/logo for the community	COLLABORATE
• "We will implement what you decide."		• Citizen Juries • Ballots • Delegated Decisions • Referendum	EMPOWER

Choose the appropriate level of community impact

Use the criteria below to determine the level of community impact of your project. The level of impact will help determine the public engagement goal and techniques to use. The following questions can help employees identify the appropriate level of engagement depending on what you are trying to do.

Which statement(s) applies to you?	What you need to do?	Level of community impact of your project:
1. Participants are largely passive recipients of information, though they may use the information they receive at a later time (e.g., when considering how to vote on a referendum issue or whether to become involved in a participatory process).	You need to **INFORM**	**Local area/Group** Low level of real/perceived impact or risk on local area, small community or user group(s) of a specific program, service or facility in local area ► Small change or improvement to a program, service, facility ► Low or no risk of controversy or conflict in local area ► Issues or initiatives that are routine ► Providing information to the public (one-way communication) is most effective
2. I need to ask residents, groups or specific interested parties about their views on the decision being made. Their feedback will be considered when the decision is made.	You need to **CONSULT**	**Community-wide** Low level of real/perceived impact or risk across the town ► Low or no risk of controversy or conflict in local area ► Issues or initiatives that are routine
3. I need to get feedback from an individual or group to find out how they will be affected by the outcome of a decision. Their feedback will be considered when the decision is made.	You need to **INVOLVE**	**Local area/group** Moderate to high level of real/perceived impact or risk on local area, small community or user group(s) of a specific service or facility ► Loss of or significant change to any facility, program or service to a local community ► Potential high degree of controversy or conflict ► Any impact on health, safety or well-being ► Public comments can have an impact on the design and development of a project ► Public buy-in is important for the project to be successful
4. We need to develop joint alternatives, working with community members/groups and employees to propose alternatives that will work for and be supported by those affected by the decision.	You need to **COLLABORATE**	**Community-wide** Moderate to high level of real/perceived impact or risk across the town ► Significant impact on attributes that are of high value to the town, such as Council's strategic goals ► Any impact on health, safety or well-being ► Potential high level of interest across Greenview ► Potential high impact at provincial or federal level ► Public comments can have an impact on the design and development of a project
5. I need to work with a community member or group in a process in which they have the final decision making power.	You need to **EMPOWER**	► Place decision-making with citizens or other interested parties *Limited application that would include activities like voting in municipal elections.

Determine the level of community impact

Engaging the community is driven by a genuine interest to hear the voices of residents and have their input influence our work for the betterment of the entire community. It is therefore important to clarify the level of input that the community has in the decision. The points to consider include:

► Where community participation is needed to define the challenge, develop and evaluate solutions, and/or enable successful implementation.

► Where the community's input can help to prioritize and balance competing needs and interests.

► Understand the level of engagement that residents are expecting.

Feel free to try the assessment tool below to determine the level of community impact of your project. The level of impact will help determine the public engagement goal and techniques to use.

Assessment questions	Very Low	Low	Moderate	High	Very high
What is the legal requirement to do public engagement?	☐	☐	☐	☐	☐
What is the level of difficulty in gaining citizen approval for the project/initiative?	☐	☐	☐	☐	☐
How interested are interested parties in the project/initiative?	☐	☐	☐	☐	☐
How controversial is the project/initiative likely to be?	☐	☐	☐	☐	☐
How much will the project/initiative impact residents?	☐	☐	☐	☐	☐
To what degree do staff/Council feel that citizen input will improve the outcome of the project/initiative?	☐	☐	☐	☐	☐
What influence do residents have on the decision-making process?	☐	☐	☐	☐	☐
What is the likelihood that Council/decision makers will consider the community's input?	☐	☐	☐	☐	☐
How difficult will it be to address the problem/implement the initiative?	☐	☐	☐	☐	☐
What level of resources are available for public engagement? (personnel/time)	☐	☐	☐	☐	☐
What level of interest will the media have in the project/initiative?	☐	☐	☐	☐	☐
Count the number of checks for each column					
Multiply total number of checks by the weight	X1	X2	X3	X4	X5
Total for each column					
Total all column scores together					
Divide by total to find the average	/11				
Average Score					

RESULTS (*Refer to IAP2 Spectrum*):

Average between 1-2: Public engagement is at the **INFORM/CONSULT** level. Develop a comprehensive communication plan and strategy to effectively inform residents and address any concerns. Some engagement may be necessary with special interest groups.

Average between 2-3: Public engagement is at the **CONSULT** level. Some degree of public engagement would be beneficial but does not require a high degree of resources and time.

Average between 3-4: Public engagement is at the **INVOLVE** Level. More time and resources are necessary to effectively gather public input on the decision.

Average between 4-5: Public engagement is at the **COLLABORATE/EMPOWER** levels. Extensive public engagement is needed with a comprehensive plan and may involve several phases.

Who is involved in Public Participation?

Public engagement in local decision-making processes encourages an examination of issues from as many different perspectives as possible to find the best solution for everyone involved.

Different groups and individuals bring insight and information to a particular issue, initiative, or project, and the following diagram illustrates how the knowledge, ideas and information from all these groups interact, leading to greater understanding, shared insights and new ideas that result in better decisions.

Interested parties

Anyone who lives, or works in Greenview and who would be affected by or have influence over an issue, project or initiative is a interested parties in the decisions that Council makes. To generate the most well-informed decision making, the community and Greenview must connect in order to discover what each group thinks and feels about the issue.

Content Experts

Staff provide the technical and legislative knowledge needed to make the most efficient, economic decisions that meet legislative requirements. Community engagement enables staff to hear new perspectives, learn new things, and gain more representative input that improves decision-making and the policies that follow.

Council and administrative decision makers

Ultimately, Council, and sometimes senior administration, must make the final decision based on the information and feedback that they receive.

Identify the interested parties

Not everyone is equally impacted by a decision, so it is important to differentiate between those who are directly affected and those who are less concerned by the outcomes.

Remember that there is no such thing as the *general public*. It is important that we understand the priorities, and values of citizens and special interest groups who are most likely to be impacted by and take an interest in the issue or decision.

Things to consider when determining who needs to participate include:

- ► the impact on the whole community
- ► the impact on specific groups or areas within the community

This also helps in considering what level of engagement is going to satisfy the needs of the municipality as well as residents.

Who are the internal and external interested parties who this will affect and who should be invited to the public engagement session.

Please keep in mind - Anyone who is affected by a decision should have the opportunity to be involved in some way in the decision. Not all interested parties will be impacted in the same way or have the same level of interest in a project. Knowing your interested parties will help choose the best engagement techniques to use (i.e. youth may want to participate through social media, or to reach the silent majority, you may want to use a survey or distribute flyers in the mail). Interested parties do not have endless amounts of time to offer so give them the opportunity to have a meaningful impact on your project. Do not ask for input that cannot or will not be used.

EXTERNAL Interested parties	INTERNAL Interested parties
General Public	**Council**
☐ Those directly affected	☐ Reeve
☐ Those indirectly affected	☐ Members of Council
☐ Residents in the Area	**Greenview departments**
☐ All Greenview Residents	(Interdepartmental communication is important. Other departments may help identify potential interested parties).
Groups and Organizations	☐ Agricultural Services
☐ Residents associations	☐ Construction, Infrastructure & Engineering
☐ Businesses and business associations	☐ Communications & Marketing
☐ Sport and recreation groups	☐ Economic Development
☐ Health organizations & associations	☐ Enforcement Services
☐ Cultural groups & associations	☐ Environmental Services
☐ Professional associations	☐ Facilities Maintenance
☐ Environmental groups	☐ Finance & Administration
☐ Charities and service clubs	☐ FCSS
☐ Places of worship and religious organizations	☐ Human Resources
☐ Not-for-profit organizations	☐ Planning & Development
Government Institutions	☐ GIG (Industrial Development)
☐ Greenview boards or commissions	☐ Protective Services
☐ Other municipalities	☐ Information Systems
☐ Provincial government	☐ Operations
☐ Federal government	☐ Recreation
☐ School boards and local schools	**Others:**
Others:	

Who are the internal interested parties who will be affected by the decision? (i.e. other departments)

Identify & Target Participant Perception Audit

The following questions can help employees identify the appropriate level of engagement depending on what you are trying to do.

List the target participants to contact in order to gain an initial understanding of how they are likely to view the issue. This list will include the individuals, groups & institutions who can influence the decision to make and those who would be affected by the decision.	Plan to meet with the individuals/groups/institutions. Example: Joe will go for coffee and chat with the chairperson of an organization before the Public Engagement Session.

Interested Parties Worksheet

This worksheet is to help identify the various interested parties, the level of impact the decision has on them as well as their level of influence. Once we determine who needs to participate and what is the best way to involve them, we will then have a guideline for the methods that will work best.

1. Identify the key interested parties and their role.

Interested parties Influence		
High influence/Low impact	**High influence/High impact**
Low influence/Low impact	**Low influence/Low impact**

Interested parties Impact

2. Identify the barriers for different interested parties/groups to participate and determine solutions that will increase representation (i.e. demographics, access to technology, language, ability, economic situation, daycare, ethno-cultural etc). Start with interested parties/groups that you identified as being impacted the greatest and having the greatest influence.

Interested parties	Potential barriers	Options to overcome this

3. What information do we need from the community to make a decision or move the project forward?

Timing of Engagement

Identifying the goals, the level of engagement, and interested parties makes it easier to get to the next step, choosing the right tools, and applying the right tactics at the right time to gather the input that we need to inform the decision. Engagement is a conversation between Greenview and the community and should include each of the parts in diagram.

All engagement should include all of the following steps. When there are several phases of engagement this cycle could occur several times throughout the process.

Timing

The deadline when the decision has to be made will determine the timing for engagement. Work backwards from the deadline to set the timelines that need to be accomplished at each stage. This is especially important if there are several phases of engagement.

Recognize that there are better times of the year when it is more likely that people are available and interested in participating.

Try to avoid doing any major engagements in the summer months, when many people are on holidays and children are out of school, or during the Christmas season, when people are focused on seasonal activities. Ideal times are between September to the end of November, and from January to the end of June. Be aware of significant holidays, such as Easter, Family Day, Labour Day, and Victoria Day.

Develop a work-plan that includes the following key deadlines:

► informing the public of the public opportunity

► the timelines when the engagement will be open for input (i.e. 3 weeks for a survey is recommended)

► time needed to organize and correlate the results

► when the results will be published and shared with the public, and

► when the decision will be made

Timing in-person or virtual events can create challenges. These will need to be held outside of regular working hours and on days that do not compete with other activities. (i.e. if you are wanting seniors, late afternoon may be better than evenings, for parents of young children, weekends may be better).

Ideally surveys should be open for less than a month. An analysis completed by Survey Monkey.com indicated that:

► 41% of responses were collected within 1 day

► 66% of responses were collected within 3 days

► 80% of responses were collected within 7 days

► 11% of responses were collected during the second week

► 4% of responses were collected during the third week

Tools & Techniques for Engagement Methods

Effective engagement requires that we reach people where they are, in ways that are comfortable for them. Consider the following questions when deciding what methods and tools (in what sequence) will produce the intended outcomes:

► What methods and tools will best maximize community members' time and contributions?

► How will participants interact with each other and with decisions-makers?

► Which different channels for participation do we need to offer to make participation accessible to a broad audience and to all communities of interests? (e.g. in-person meetings, on-line tools, paper surveys, etc.)

This must also be balanced with the resources needed, including budget, preparation requirements, and staff time, to implement the activity. As mentioned, the greater the impact to the community, the larger the engagement should be.

For online engagements such as surveys, ensure that you have enough time to develop meaningful questions and to test them before the survey is launched. Also, consider the platform that will work best for the types of questions, and information you want to gather.

Do you want to use a mapping tool, commenting tools that participants can share, and respond to, informational videos, or graphics? (note: the Survey section has more details about creating good questions).

If you are applying new engagement techniques to your project, consider whether members of the project team need additional training or could benefit from outside expertise.

If there will be an in-person event, consider what information materials will need to be created, the format for the event, and where to hold it.

Consider how many staff should attend, and the time and budget needed to prepare all the materials, book the room and potentially organize

food/beverages, etc. Also, consider whether staff members are trained/skilled in leading in-person engagements.

Whether it's an Open House, a workshop or a Town Hall setting, the ability of staff to have meaningful conversations with participants and generate open dialogue will influence how successful it is.

Virtual events have become more common since the COVID pandemic, increasing the options for engagement. In planning one of these types of events, consider whether it is going to be integrated with an in-person event or stand-alone, and what technical support is needed to ensure it runs smoothly.

What additional resources (i.e. polls, videos etc) will be needed. If it is integrated with an in-person event, such as a workshop, ensure that some staff members are dedicated to working with the online participants.

Ensure that you have the resources to make the engagement effective and that participants feel that they have been heard.

This is where it is important to "think outside the box" in determining the best strategies. A comprehensive list of potential engagement activities is provided:

Engagement Methods Resources

Online

Citizen panels

A demographically representative group of citizens to carefully examine an issue. A panel is usually tasked to provide recommendations or undertake research of a pending decision. Members are randomly selected, often through a civic lottery process.

Type of engagement: Collaborate
Level of community impact: 3-4
Considerations: A panel may provide feedback on more than one issue or on one issue more than one time; Involves citizens providing feedback on a public problem or issue; Time and resource intensive.

Email

Provide information to interested parties and solicit input from the community.

Type of engagement: Inform, consult
Level of community impact: All
Considerations: Medium to high amounts of time are needed to read, respond and direct input; Ensure there is a way to analyze responses to make data useful;

E-newsletters

Online newsletter to promote town programs, services and events, latest community news, council decisions, and engagement opportunities.

Type of engagement: Inform
Level of community impact: All
Considerations: Greenview has a quarterly newsletter distributed via inbox directly, on-line, on website and printed copies delivered to those on a mailing list. Contact Communications to see if this can be used for your project or issues.

Engage Greenview

Engage Greenview is the MD of Greenview's one-stop shop for online community engagement. Here you can connect with us on topics within Greenview that matter most to you – any time and from anywhere! Contact Communications to assist you to set up a new project!

Type of engagement: Inform, consult
Level of community impact: 3-4
Considerations: Greenview values the voices of residents and wants to hear your feedback. Digital engagement is an easy way to positively impact your community and influence the future of Greenview: Allows diverse voices across the municipality to participate. You can learn and contribute based on your own time and interests Increased accessibility through options like google translate and alternative text. Helps you stay engaged and informed from the beginning to the end of a project.

Facebook/Twitter/Instagram/Linkedin (Greenview's Social Media)

Greenview has a number of social media networks where posts, meeting, photos, programs, services etc. can easily be shared. Followers can also provide feedback.

Type of engagement: Inform, consult
Level of community impact: All
Considerations: Social media offers a platform for discussion/feedback for those who cannot or do not want to attend in-person activities. But remember that many popular social media platforms are not fully accessible; Followers may share your message so the potential audience reach is significant; Time/expertise needed to monitor and respond; Communications can draft and share information on our social media platforms.

Fact sheets, FAQ's

Provide information about a particular issue or project, usually one page on Greenview's website or print out.

Type of engagement: Inform
Level of community impact: All
Considerations: Consider using question and answer style; Opportunity to clarify information that is easy to read and reduces public concern; Minimal cost, depending on distribution but low-to-medium staff effort to gather information and prepare effectively.

Community idea forum

Online citizen engagement tool where participants share their opinions and ideas and vote or comment on others.

Type of engagement: Consult
Level of community impact: 3-4
Considerations: We pose a question about a topic or project to gauge community ideas and opinion. Residents provide ideas and can vote on ideas posted by others. Set a duration of time for keeping the forum active – can be real time or over a period of time; Time/expertise needed to monitor and respond; Social media offers a platform for discussion and feedback for those who cannot or do not want to attend in-person activities. But remember that many popular social media platforms are not fully accessible.

Surveys (online, phone, mail, in-person, hand-out)

Surveys are a good way of getting a snapshot of opinions across a wide range of demographic groups. It is critical to understand if the project/issue requires statistically valid data or qualitative input (or both), this will determine what type of survey to use.

Type of engagement: Consult
Level of community impact: 3-4
Considerations: Significant time to develop a valid

and reliable survey, can be costly;

Questions should be worded carefully so as not to influence an outcome; Surveys work well for needs assessments and satisfaction levels for a representative number of people, particular group or the entire community.

Town Hall/Public Meetings (online, in-person)

An organized large group meeting usually used to make a presentation and give the public an opportunity to ask questions and give comments. Public meetings are open to the public at large.

Type of engagement: Inform, consult
Level of community impact: 3-4
Considerations: Facilitators need to establish open and neutral environment for all

views to be shared; Emotions can be high and one perspective can dominate; People

learn by hearing others' questions and comments; See our public meeting checklist.

Twitter

Social media messaging tool where brief messages are shared with followers.

Type of engagement: Inform, consult
Level of community impact: All
Considerations: Messages are brief, must be under 140 characters; Social media offers a platform for discussion/feedback for those who cannot or do not want to attend in-person activities. But remember that many popular social media platforms are not fully accessible; Can be used to inform of issues (such as service disruptions), upcoming meetings, events, programs; Followers may re-tweet your message so the potential audience reach is significant; Time/expertise needed to monitor and respond; Communications can draft and share tweets.

YouTube

YouTube is a video sharing service that allows users to watch videos posted by other

users and upload videos of their own.

Type of engagement: Inform, consult
Level of community impact: 3-4
Considerations: The site allows users to upload, view, rate, share, and comment on videos.

Voting

The official choice you make in an election, meeting, etc., by casting a ballot, raising your hand, speaking your choice aloud.

Type of engagement: Collaborate, empower
Level of community impact: 5
Considerations: Substantial cost to ensure voting process is valid; Intensive staff resources; Encouraging the public to vote is important.

Website

Use to provide information on programs, services, projects, initiatives, etc.

Type of engagement: Inform
Type of engagement: All
Considerations: Websites can make information accessible and available to people who have vision loss, learning disabilities or difficulty getting to public meetings; Time and resource/expertise are required to create and maintain content

In-person

Advisory group, committees

A group of interested parties or representatives of interested parties groups that provide input

on a project or initiative.

Type of engagement: Consult, involve, collaborate

Level of community impact: 3-4

Considerations: Define the terms of engagement up front and the level of decision making responsibilities they hold; Volunteers must often dedicate substantial time; Staff time to support and resource the committee can be substantial; One perspective can dominate discussion; See Establishing an Advisory Group Guide attached.

Charrettes

The charrette is an intense problem-solving session where a facilitator leads a group to alternative solutions. Charrettes are often used to design such things as parks and buildings, or to plan communities or transportation systems. The charrette team develops solutions resulting in a clear, detailed, realistic plan for future development.

Type of engagement: Involve, collaborate
Level of community impact: 3-4
Considerations: Trained facilitator is necessary; Be clear on the promise to interested parties about how their input will be used; Process is intensive and can be expensive; Use of visual techniques in framing issues is helpful; Promotes joint problem solving and creative thinking.

Citizen committees

These are also known as citizen advisory committees or task forces. They are composed of a group of representatives from a particular community or who share a set of interests who are appointed to provide recommendations and advice on an issue. Things to consider:

- ► Define roles and responsibilities up front (terms of reference)
- ► Interview potential committee members in person before selection
- ► Can be time and labour intensive (usually 1-3 years)
- ► Not a decision-making body but advisory to staff and/or Council.

> ► Staff provides administrative support as needed and will consider input/recommendations

Citizen juries/panel

A randomly selected and demographically representative panel of citizens to carefully examine an issue and provide input. As the word "jury" suggests, this group provides a recommendation or may be empowered to make the decision on behalf of the decision-maker, and a consensus decision is usually required. A Citizens' Panel aims to be a representative, consultative body of local residents who are usually recruited through a random sampling to ensure that socially excluded and hard-to-reach groups are included. The participants are surveyed several times a year by mail, telephone or online. Things to consider:

> ► Builds community capacity for decision-making
>
> ► Fosters civic culture of participation
>
> ► Diversifies sources of input in municipal decision-making
>
> ► Recruiting can be labour-intensive
>
> ► Participants may lose interest and leave the group

Type of engagement: Collaborate, empower
Level of community impact: 3-4
Considerations: Jury is informed by several perspectives, often by experts. Jurors then go through a process of deliberations where subgroups may be formed to focus on different aspects of the issue. Jurors produce a decision or recommendation in the form of a citizens' report. Usually a 3-5 day process; Involves citizens in developing a thoughtful, well-informed solution to a public problem or issue; Time and resource intensive; Jury is disbanded once the decision is made. Requires a skilled moderator.

Comment forms & cards

A form given to people to provide feedback and return.

Type of engagement: Consult
Level of community impact: 3-4
Considerations: Effective questions take time to create, ensure they solicit information that is useful for decision-making; Plan to accept feedback in a variety of ways. For example, some people with low vision may prefer to give verbal rather than written feedback; Results may not be representative of larger population.

Community mapping

This method can be used for residents to document important places, strengths or weaknesses, or locations of services within a neighbourhood or the municipality. This can be incorporated into an Open House or workshop. Things to consider:

> ► It's a visual tool that is easily accessible and engaging and can be used with children and youth
>
> ► It is an accessible and graphic way to learn about people's perceptions of a place, tapping into local knowledge
>
> ► Can be useful in the visioning process

Day in the life Interview

Participants are asked to comment on how they use their neighbourhood in their daily routines. It provides insights into neighbourhood use, what participants value, their lifestyles, etc. The result is a giant timeline with details on how the area is used at various times of the day. Things to consider:

> ► Participants may feel the exercise is too personal
>
> ► The timeline can take a while to draw and should be done in advance.
>
> ► Ensure that the timeline focuses on key

times during the day rather than every hour (i.e. morning commute, lunch time, etc)

Dotmocracy (Dot stickers)

Dot stickers (any kind of sticker) are used to allow participants to weigh-in real time during meetings, events, etc.

Type of engagement: Consult
Level of community impact: 1-4
Considerations: Used in the same way as voting pads, but participation is not usually anonymous; Provides immediate feedback from participants to help guide a conversation or gauge participants' understanding or feelings on an issue. They can be used to identify priorities; Be clear about the objective of using stickers. Facilitator is necessary.

Fairs, events

Use to build awareness or provide and share information about issues through exhibits and interactive activities.

Type of engagement: Inform, consult
Level of community impact: 3-4
Considerations: Opportunity to highlight a project or initiative and share information to a targeted and/or large audience; Conducive to media attention; May be expensive

with high degree of organization. Be prepared for crowds if advertised widely; Weather could play a factor if outdoors.

Focus groups

Small selected group that are formed to test ideas, messages and gauge public opinion.

Type of engagement: Consult
Level of community impact: 3-4
Considerations: Skilled facilitator is necessary to encourage better levels of dialogue to allow for insights, perspectives, ideas and suggestions; six to eight participants is ideal; Be clear about the

objective when inviting participants; If you are doing more than one focus group, use the same process and questions so the results are comparable.

Hopes and fears

Participants use sticky notes to express their greatest hope and fear about the project, initiative or issue. This is an effective tool to gauge participants' attitudes about a project, inititiative or issue. Things to consider:

- ► Usually participants are asked to post one fear and one hope
- ► Works well as a starter activity for in-person or other engagement events
- ► Can be incorporated into virtual workshops using online tools such as Jamboard

Information kiosks

A station where information is available. Can use to solicit input.

Type of engagement: Inform, consult
Level of community impact: 3-5
Considerations: Can be permanent or temporary; Staff resources needed to maintain and monitor; Can use technology to make the kiosk interactive and to gather comments.

Interviews

A one-on-one meeting or small group discussion focused on a specific project or issue.

Type of engagement: Inform, consult
Level of community impact: 3-4
Considerations: An interview requires an established format with a set number of questions. Do not be tempted to ask too many questions as people will likely speak for longer than expected. Four to six questions are ideal; Provide interviewees with information beforehand; Useful to share your notes with the interviewee afterwards to ensure you captured all the main points; More than one interview should be done

with each interest group to make sure the information gathered is representative and valid; Can help build rapport; Time needed to develop effective questions and approaches upfront; Costs can increase if providing food and travel.

Interviews

Interviews provide an opportunity to talk one-on-one with interested parties to build consensus and refine public involvement in a decision. Although these can be done over the phone, or virtually; it's recommended to do these in-person whenever possible. Things to consider:

- ► It can be used to evaluate potential citizen committee members
- ► Requires an experienced interviewer and can be time-consuming
- ► May be challenging to gather contact information for potential participants

Kitchen table discussions

Also known as "coffee klatches" are informal meetings of community members (without staff involvement) to discuss specific issues and share feedback.

Type of engagement: Consult
Level of community impact: 3-4
Considerations: Preparing a good kitchen table guide is essential – it should include background information, discussion questions, and a form for completing feedback and sending back to the project team; It can be difficult to get significant uptake as these are mainly community-driven.

Open houses/pop-ups

Exhibits, plans, materials and are displayed in a station format where the public is invited to tour through.

Type of engagement: Inform, consult

Level of community impact: 2-4
Considerations: Open houses were traditionally static information sharing events, however by including interactive stations, and other ways of providing input, they can be exciting and appealing to a wide range of people; Excellent opportunity to educate; Fosters small group or one-on-one communication; Preparation of materials, handouts, speakers and displays could be costly; Staff at open house should be well briefed; May be difficult to document public input but can be used in combination with other ways to gather feedback such as using comment cards; One perspective can dominate discussion.

Open space

These are self-directed meetings where participants create, design and facilitate their own agenda(s). They decide how they want to participate and what they want to discuss. The idea is to allow participants to create and define their version of a meeting and articulate what they believe are the important and essential issues. Things to consider:

- ► It's important to have a strong vision statement or theme to help generate agenda items/topics
- ► The ground rules and process must be carefully explained beforehand
- ► An experienced facilitator is needed to organize the event
- ► Open Space meetings can build trust with the community
- ► They can uncover emerging issues, and priorities where Greenview can gain an understanding of what is important to all participants

Presentations

Presentations to organizations throughout the community is an excellent way of building relationships and doing outreach.

Type of engagement: Inform
Level of community impact: 1- 4
Considerations: Presentations are more likely to be well attended if they piggyback onto existing meetings; Make a special effort to meet with groups that are harder to engage, such as youth and immigrants, as they are often underrepresented in public processes; Ensure your presentation is short and simple, as there will likely be questions. Do not overwhelm your audience with too much information or jargon. Speak clearly to your audience; Provide handouts so that people can review late.

Public hearings

Official meetings where individuals or groups are invited to make presentations. May be formal or quasi-judicial meeting with legislated requirements. Typically used to satisfy regulatory requirements. Dialogue is time-limited. Comments are recorded.

Type of engagement: Involve, collaborate
Level of community impact: Legislated
Considerations: Designed around one specific issue; Staff experts needed to attend and speak to issues, can be time intensive to prepare for hearing and costly; Examples include: Ontario Municipal Board (OMB) and Licensing Appeal Committee. Feelings of conflict may accompany this type of activity, ensure neutral environment.

Public Information Centre (PIC)

Use to provide information and receive public feedback on road/ engineering projects from traffic calming to road design.

Type of engagement: Inform, consult
Level of community impact: 1- 4
Considerations: Drop-in event with visuals (story boards) provided; Fosters one-on-one communications; Staff provide information and answer questions as needed. Consultant usually present to answer questions; Comment cards should be available; Non-statutory unless chosen

as public engagement type for class Environmental Assessments.

Public Information Meeting (PIM)

Use to provide information and receive public feedback on development applications. Typically a PIM is held before recommendations to Planning and Development Council.

Type of engagement: Inform, consult
Level of community impact: 3-4
Considerations: Non-statutory meeting held prior to legislated Planning and Development Council meeting; Usually a workshop setting. Town planner makes a brief presentation; Staff resources needed to attend meeting, provide information and answers questions as needed.

Symposium

A meeting or conference to discuss a particular topic. This may involve multiple speakers and multiple aspects of the topic.

Type of engagement: Inform, consult
Level of community impact: 3-4
Considerations: Intended to expose participants to multiple aspects/views on one topic; Facilitator is necessary; Can be costly to bring in speakers.

Task force

A small group of interested parties or experts formed to develop a set of recommendations, policy or proposal within a limited time.

Type of engagement: Involve
Level of community impact: 3-4
Considerations: Task forces should be kept small with clear guidelines; Findings of a task force of independent or diverse interests will have greater credibility; Staff support/prep time is intensive; Be prepared to work through to compromise.

Telephone hotlines

Use to take calls from the public to gather information about issues or gauge concerns. Also used to provide information.

Type of engagement: Inform, consult
Level of community impact: 3-4
Considerations: Provide updates on project activities so people don't get "the run around" when they call. Create effective message with concise information; Controls information flow and promotes image of accessibility; If telephony is in place, costs are minimal; Have designated contact for prompt and accurate responses.

Tours and field trips – guided and self-guided

Group(s) of interested parties tour specific site or sites. Type of engagement: Inform, consult, involve, collaborate.
Level of community impact: 3-4
Considerations: Opportunity for interested parties to acquire greater knowledge about an issue or project; Opportunity to build rapport; Costs of transportation must be considered; Intensive planning and organization needed by staff; Can be used to consult, involve or collaborate by providing an opportunity for people to discuss issues.

Visioning Wall

In this activity participants are asked to complete a sentence about the future of their municipality. An introductory sentence is usually written on a poster board such as "In the future I want my community to have..." Residents complete the sentence using sticky notes. Things to consider:

- Participants learn what is important to others in the community
- This is very broad and helps to identify key themes or community values
- Can be used for planning new facilitiesCan be formatted for children and youth to draw/colour their vision
- Potential for dissatisfied residents to use it to share their grievances

Voting pads

Also called clickers or audience response technology. Voting pads are hand-held devices that allow participants to weigh-in real time during meetings, events, etc. anonymously.

Type of engagement: Consult
Level of community impact: 1- 4
Considerations: Provides instant feedback from participants to help guide a conversation or gauge participants' understanding or feelings on an issue. They can be used to identify priorities; Often participants are asked to choose an option among multiple choice answers; they can be used to make the teaching session more interactive and engaging; Be clear about the objective of using voting pads; Facilitator is necessary.

Walk in my Shoes

This encourages participants to consider other perspectives, understand other's challenges and identify potential solutions. This is an especially good activity for accessibility issues. Participants select a card with the profile of a fictious person, describing their challenges and then respond to the situation from that perspective. Things to consider:

- Encourages empathy and understanding
- Experiential way to teach others about the various groups, individuals in their community
- Can be incorporated into open houses or workshops

Example card:

Bill and Anne have lived in the community for 20 years. Anne works part time as a nurse, and Bill runs a small plumbing business. Their kids

recently moved away for school, and they've decided that it's time to move into a smaller place, possibly a condo. Both volunteer in the community and want to stay, but they've found most of the homes in the area are single-family houses. How could the future of _____ (project/site) address their challenge?

Workshops

A meeting where a group of people (can be small or large) engage in intensive discussion/activity on an issue and/or develop solutions.

Type of engagement: Involve, collaborate
Level of community impact: 3-4
Considerations: No more than 25 per cent of workshop time should be dedicated to providing information; Ensure larger workshops offer opportunities for everyone to participate; Participants should have opportunity to provide feedback; Excellent for discussions on criteria or analysis of alternatives; Ability to draw on other team members to answer difficult questions and fosters small group communication; Several small group facilitators are necessary; Hostile participants may use a "divide and conquer" approach of breaking into smaller groups.

World cafés

A meeting with an informal environment often modeled after a café. Groups of people discuss a topic in response to predetermined questions at several tables. Participants change tables during the process and focus on identifying common ground in response to each question.

Type of engagement: Involve, collaborate
Level of community impact: 3-4
Considerations: The setting should feel inviting and not as formal as a standard meeting format, i.e. small round tables covered with a tablecloth, coloured pens, vase of flowers, about four to five chairs at each

table; The process begins with presenting questions to the large group about the specific issue or project and desired purpose of the world café. There are three (or more) 15-25 minute rounds of conversation for the small groups where each table deals with one question. At the end of each 15-25 minute round, each member of the group moves to a different new table. Staff or other designated facilitator/note taker should be the "table host" for the next round, who welcomes the next group and briefly fills them in on what happened in the previous round; After the small groups (and/or in between rounds), individuals are invited to share insights or other results from their conversations with the rest of the large group. The results can be collected visually, using a graphic recording (i.e. flip chart with written ideas or post-it notes) in the front of the room.

Media/Advertising

Digital screens

Digital screens at Town Hall, community centres and arenas to provide information, meeting dates/times and to promote town programs, services and events.

Type of engagement: Inform
Level of community impact: all
Considerations: Reaches those who attend town facilities in-person; Communications designs digital screens, involve them early in the process.

Mobile (road) signs

Signs placed by the road to advertise a meeting or event.

Type of engagement: Inform
Level of community impact: 3-4
Considerations: Reach those who travel by the sign; Information must be easily conveyed; Signs must be placed in accordance with the town's sign by-law.

Newspaper advertisements

Use to provide information or promote an event, project, program, service.

Type of engagement: Inform
Level of community impact: 2-5
Considerations: Medium cost; Medium time; Use plain language.

News releases

Use to inform media of an issue, project or event, positions/statements, progress on projects or in response to events that have occurred that require a town response.

Type of engagement: Inform
Level of community impact: 3-5
Considerations: Communications issues news releases for Greenview. Involve them early in the process.

Posters

Use to provide information/promote event, project, program, service.

Type of engagement: Inform
Level of community impact: all
Considerations: Graphic depictions work well. Use colour contrast where appropriate to improve accessibility; Printing costs; design expertise.

Television, radio

Use radio talk shows, community TV segments or ask Communications for assistance to create ad for radio (and elicit response) to a broad audience.

Type of engagement: Inform
Level of community impact: 3-4
Considerations: People may take the time to watch/listen rather than read; Can be expensive if you are buying the time; Develop tools to measure impact on audience.

Selecting the Method of Engagement

Below is an idea list that you can check the methods that your engagement team would like to include in your project. Note that you may include methods from different levels. For example, if you project is at the: "Involve" level, you may still want to include methods that come from the "Consult" & "Inform" levels.

Engagement Methods within the five Engagement Levels						
Check Methods to engage	METHODS	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
	Methods to Share Information					
	Briefings	✓	✓			
	Expert Panels	✓				
	Feature Stories	✓				
	Information Kiosks	✓	✓			
	Emails	✓				
	News Conferences	✓				
	Newspaper Inserts	✓				
	Press Releases	✓				
	Print Advertisements	✓				
	Print Public Information Materials	✓				
	Website	✓	✓			
	Fact Sheets					
	Back of bills or Bill Stuffer	✓				
	Other:					
	Methods to Compile & Provide Feedback					
	Comment Forms		✓			
	Computer-Based Polling		✓			
	In-Person Surveys		✓			
	Internet Surveys/Polls	✓	✓			
	Interviews	✓	✓			
	Mailed Surveys & Questionnaires		✓			
	Telephone Surveys/Polls		✓			
	Greenview Engagement Platform	✓	✓			
	On-Line Survey	✓	✓			
	Other:					
	Methods to Bring People Together					
	Events			✓	✓	
	Open House			✓	✓	
	Citizen Juries			✓	✓	✓
	Meetings	✓	✓	✓	✓	✓
	Other:					
	Engagement Method Classifications					
	Coffee Katches – Informal conversation with coffee	✓	✓	✓	✓	✓
	Computer-Assisted Meetings		✓	✓	✓	✓
	Fairs & Events	✓	✓	✓		
	Fishbowl Process			✓		

Engagement Methods within the five Engagement Levels

Check Methods to engage	METHODS	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
	Focused Conversations					
	Focus Group	✓	✓	✓		
	Meetings with Existing Groups	✓	✓	✓	✓	
	Ongoing Advisory Groups	✓	✓			
	Open Houses/Pop-Ups	✓	✓	✓		
	Open Space Meeting	✓	✓	✓		
	Panels	✓	✓	✓		
	Public Hearings	✓	✓			
	Public Meetings	✓	✓			
	Study Circles	✓	✓	✓	✓	
	Task Force - Expert Committee	✓				
	Tours & Field Trips	✓	✓	✓		
	Town Hall Meetings	✓	✓			
	Workshops	✓	✓	✓	✓	
	World Cafes		✓			
	Day in the Life	✓		✓	✓	✓
	Visioning Wall			✓		
	Dotmocracy		✓			
	Conferences	✓	✓	✓		
	Other:					
	Media/Advertising					
	Digital Screens	✓				
	Mobile Signs	✓				
	Newspaper	✓				
	News Release	✓				
	Posters	✓				
	Radio	✓				
	TV	✓				
	Social Media Posts	✓	✓	✓		
	Website	✓				
	Newsletter	✓				
	Email Newsletters					
	Greenview App					
	Other:					
	Other Ideas:					
		☐	☐	☐	☐	☐
		☐	☐	☐	☐	☐
		☐	☐	☐	☐	☐
		☐	☐	☐	☐	☐
		☐	☐	☐	☐	☐

Surveys

Ultimately, every engagement involves Greenview asking questions. Determining the right question(s) to ask is essential for success.

Some form of questionnaire or survey will be apart of any engagement, whether it's questions prepared in advance for an in-person event, an online survey or a telephone interview.

Ensure that the questions haven't already been asked in other engagements. Research the results from previous engagements before developing your survey. Residents will feel frustrated (and participation will be lower) if they feel that they are being asked to repeat input they've already provided.

Often administration is accused of writing questions that will generate already pre-determined results, so proper attention needs to be taken to create the questionnaire correctly. Participants must be assured that all answers are valuable – that there are no "correct" or "incorrect" responses.

A question that is too narrow will limit the public's input and creativity in helping address the issue, and can easily feel like window dressing, and one that is too broad may miscommunicate the level of input the community has.

Ensure the introduction clearly outlines the goals and objectives of the survey, how the information will inform decisions that directly impact respondents, and, if possible, a timeline when respondents will be able to see the results. Include a statement, assuring respondents that their anonymity will be maintained.

Consider the formats you want to incorporate to share information: videos, illustrations/ renderings of the potential results can all help interested parties visualize/understand what the project entails.

Determine what format will be used to present the survey, online, in-person, a telephone interview, or a combination. Often some printed copies of online surveys are necessary for residents who are not comfortable with the technology. Consider how you will gather and input these results.

Creating the Right Questions

There are two basic types of questions - closed and open-ended. Close-ended can include Likert scale, matrix, multiple-choice, demographic, or ranking. Open-ended questions require more time, so if there are too many it lowers the completion rate.

Closed-ended questions:

► Likert – provides a range of options i.e. completely satisfied to completely unsatisfied; this is better than using yes/no types of questions, and will generate better data. Use the same scale for all the questions i.e. a 5-point rating or the same wording.

► Always include an "other" option; or a neutral/not sure option.

► Ranking - limit ranking to 3 or 4 items; use simple language and short direct sentences.

► Multiple choice – these can include the option to select only one or several answers; be sure that the choices are exclusive if only one selection is allowed and that there is an "other" option. (i.e. allowing only one answer for a question about modes of transportation when respondents may use a variety).

► Screening questions – these can identify respondents who may be most impacted or whose answers will be most informed (i.e. when asking about woodland management, answers from woodlot owners may be weighted more heavily).

► Demographic – this seems obvious but determine, for example, how specific you need to be for age, location, profession, etc (how much is truly relevant to the project). People are becoming less willing to supply this information as privacy concerns have increased.

Open-ended questions:

- ► Try to limit the number of open-ended questions and be strategic in when/how you use them. When possible, connect these to a closed-ended question so that the information gathered is more focused.

- ► Qualitative data can be challenging to summarize and people aren't always receptive to filling out this information; those who are, are often angry and have other agendas that they will try to include.

- ► Say thank you and let them know that their feedback is important. Ask if they would like to be notified of other opportunities to provide input to the municipality. Consider developing a newsletter that provides regular updates and links to current engagement activities. It increases transparency and helps to build an email list for future projects.

Editing and testing your survey

Testing your survey before introducing it to the public is one of the most important steps in creating meaningful engagement and it is often the one that is overlooked.

A poorly prepared survey can be embarrassing, decrease trust with the community, and ultimately produce results that are not useful.

Review the survey with your internal interested parties; if there are other departments who will use this information, have them provide feedback. Things to consider:

- ► Did you include enough information to help interested parties understand what is being asked so they can make informed decisions but not overwhelm them with details?

- ► Will the questions gather the information that you need? Are there any questions that are irrelevant and can be deleted? This is the time to analyze and edit.

MD staff are also residents and have a personal

interest in what the municipality is doing. They are a great resource to test the survey to ensure it is going to achieve your goals before taking it live.

Identify some individuals in the organisation (not related to the internal interested parties group) who would be willing to test your survey as a sample group. Ask them to assess it based on the following questions:

- ► Was the survey engaging?

- ► How long did it take to complete?

- ► Did they understand the goal of the engagement?

- ► Did the questions flow logically, and could they be understood?

- ► Were there parts that were confusing/unclear?

- ► Was there information or questions they felt were missing?

- ► What suggestions do they have to improve it?

> *Tip:*
> *Adding an option to an online survey for participants to sign up to be notified of future engagement opportunities is a great way to build an email database.*

Elements of a Good Survey

Clarity

Ensure that the questions are worded so that participants will be able to understand what is being asked and that the answers (depending on the type of question) will solicit usable data. Use simple language, avoid jargon or internal references that will have no meaning to the participants. (i.e. using too many acronyms).

Flow

Ensure the questions flow logically; questions that are not organized properly can lead to confusion, bias the results and result in poor data. Start with easy questions/more general questions first; these should stimulate interest for participants to continue. Avoid starting with questions that may be sensitive or extremely controversial and discourage the participant from continuing. (i.e. sexual orientation; income etc.).

➤ Group questions that are related and focus on a particular issue; it may be beneficial to group these under specific headings. Ask the most important questions early in the survey if possible (i.e. if gaining input around affordable housing is a priority for a new Municipal Development Plan, group all relevant questions under this heading and try to move it to the first part of the survey).

Objectivity

Ensure that questions do not use biased terminology (i.e. asking how many electric charging stations should Greenview install presupposes that this initiative is already approved with no option to determine whether there is community support to have any stations. It's better to ask if there is public support to install stations).

Relevance

Use "skip logic" to help keep questions relevant for participants. Not every question is relevant for every participant. For example, some questions may be specific for rural property owners; other people can skip the question and move on in the survey.

Length

Generally, there seems to be consensus to try to keep a survey to a maximum of 20 minutes. This can be difficult with complicated initiatives such as Municipal Development Plans or Land Use Bylaws. Consider whether these can be split into more than one survey offered at different times, if possible. Always include an "other" option; or a neutral/not sure option.

Communicate the plan

It is necessary to develop a communication plan for informing the engagement participants (potential and actual), staff, council and the community at large before, during and after the engagement process.

Collaborate with the municipal Communications Officer early to get assistance with developing the communication plan.

The communication plan should include:

► Timelines / dates of when to communicate

► Key messages

► The audiences with whom to communicate

► Communication methods that will be used

► The people responsible to communicate key messages

Some guidelines to follow include:

► Ensure that information is clear about the purpose of the engagement project.

► Provide information about the various options for the public to participate.

► Ensure that the information is clear and easy to understand and free of jargon.

► Communicate frequently.

► Ensure that participants have sufficient information to make informed decisions.

► Outline the roles and responsibilities of those undertaking the project.

► Ensure that participants understand how their input will affect the decision to be made and who the final decision-maker will be.

► Ensure that the participants understand what they will be responsible for and not be responsible for.

► Provide information about the timelines for events and reports and overall steps of the process.

► Ensure that constraining factors such as budgets or timelines are communicated.

► Draw on diverse communication methods appropriate for the range of participants involved.

► In making a decision about the specific project or issue, it is essential to always explain the process that was followed to come to that decision as well as to answer why and how it was decided.

► Draw on diverse communication methods appropriate for the range of participants involved.

► Focus information on what people need to know for informed participation (this may differ depending on interested parties group).

► Ensure information is timely, accurate, credible, accessible for diverse interested parties, includes contact information, and is regularly provided throughout the process.

► Regularly communicate the stage at which the process is at.

► Prepare to provide and receive information by setting up communication channels (e.g. database, report, newsletter, etc).

Communicating the plan is important to the success of public engagement. Different communication strategies may be needed for different types of engagement. By involving Communications in steps 1 and 2, you should be ready to get the message out.

Informing the public

Communication is the thread that ties together all types of community engagement. It is not possible to consult with or involve the public in decision-making processes unless they are first adequately informed about the matter at hand.

Good communication is fundamentally important because it enables the public to gain an understanding of the services, issues and/or proposed development.

You must consider the perspective of your potential participants and why they should want to listen to what you have to say.

While you may be the content expert on your project, you need to make sure that your project appeals to your audience. Make your message meaningful:

- ► Be clear – avoid jargon, acronyms, and technical language
- ► Be concise – convey the main point at the beginning of your message
- ► Be compelling – capture the interest of your interested parties so that they want to participate

Determine when you should begin sharing information about the engagement opportunity. Consider whether interested parties are already aware of the project or if you need to introduce the topic before starting the engagement. For example, rewriting a Municipal Development Plan is very complicated and can take months or even years. Consider sharing general information ahead of the engagement, letting people learn about what it is, why it's important, and how it impacts them.

Ensure that messages are consistent and being shared throughout the engagement process in as many ways as possible, so the widest number of residents are aware of the opportunity and have been able to participate.

As mentioned, participation in surveys drops dramatically after the first week, so it's important to include dates and strategies for updates and reminders in the plan.

Plan for recruiting participants:

After identifying the appropriate participants with whom to discuss an issue, a concerted effort should be made to remove any barriers preventing their participation. It may be necessary to meet on several occasions at various times and locations in order to accommodate all participants.

Barriers that may prevent potential participants from attending meetings may include a lack of knowledge of the issue at hand, proficiency in

English, social awkwardness or community meeting protocols. Engaging the group prior to a formal meeting to address the above potential barriers can serve as an icebreaker so participants will not feel intimidated by the process A recruitment plan should be implemented to determine who should attend information meetings and how to go about contacting them. Recruitment is generally undertaken by "connectors" and "persuaders". Connectors typically make introductions through groups or organizations and have many local connections and are good at linking potential participants. Persuaders are well regarded individuals within the community and specifically within the target groups. Their job is to convince participants that the issue at hand is sound and beneficial to the community and also show how potential participants can make valuable contributions to the organization's efforts.

Consider services such as providing transportation and child care for those who require it in order to attend meetings. Provide on-line information through the municipal website for those who are unable to attend in person. An online platform can be an effective way of gathering feedback from participants not attending events in person and also a way of keeping them informed of the progress of the engagement process with the inclusion of a calendar of events, municipal news and a discussion forum.

Ideas and suggestions for recruiting participants:

- ► Approach potential participants who would be most impacted by the issue at hand.
- ► Enlist the services of previous, experienced participants with an option to find their own replacement if they would like to step away and allow another to participate and bring new ideas.
- ► Use media methods that are known to be used by the group being targeted.
- ► Enlist the services of as many community and staff members as possible to expand the recruitment process through their own network

of contacts.

- ► Enlist the services of other organizations that have similar interests. People are more willing to come to an event if the invitation comes through a group they already know and trust.

- ► Word-of-mouth and face-to-face personal contact is always the most effective method of recruitment.

- ► The organization's engagement materials such as that which is posted online, mail outs, flyers and posters should clearly describe the issue at hand. It is best to avoid technical or scientific language that would not be easily understood by the general public. The use of laymen's terms is imperative so as not to leave the reader confused and to avoid misunderstandings.

- ► Public awareness materials pertaining to the issue being addressed should include contact information so that potential participants know how to make inquiries. Materials should also describe potential opportunities for participants who want to get involved.

- ► To aid recruitment efforts, it is always a good idea to serve refreshments at meetings and even consider providing honorariums and/or door prizes as an added incentive.

Communication Methods

Choose the impact level that best reflects the project, initiative or program that you are seeking public engagement on.

E: Essential (this method is essential to effectively inform/engage with interested parties);
SR: Strongly Recommended (this method is likely appropriate for your situation);
O: Optional (this method may or may not be useful for your situation).

Community Methods	Level of impact			
	High municipal - wide impact	High impact on specific groups	Modest municipality - wide impact	Modest impact on specific groups
Ad in local paper	E	SR	O	O
Notice on website	E	E	E	O
Media release	E	E	SR	O
Direct mail	SR	SR	O	O
Staff briefing on messaging	E	E	SR	SR
Newsletter	E	E	SR	SR
Display	SR	O	O	O
Flyer/brochure / post card	SR	SR	O	O
Personally addressed letter	O	O	O	O
Radio ad	SR	SR	O	O
Banner ad on web	O	O	O	O
Email lists (dependent on FOIP)	SR	O	O	O
Social media	SR	SR	O	O
Virtual event; online engagement	SR	SR	O	O
Other				
Consultation Methods	Level of Impact			
	High municipal - wide impact	High impact on specific groups	Modest municipality -wide impact	Modest impact on specific groups
Workshop	E	E	E	E
Survey	O	O	O	O
Suggestion box	O	O	O	O
Public meeting	E	SR	SR	O
Meeting with interested parties	E	SR	SR	SR
Focus group	SR	SR	SR	SR
Site tour	O	O	O	O
Quick 1 question online poll	O	O	O	O
Community mapping	O	O	O	O
Methods for public participation in decision-making				
Citizens Advisory Committees	E	E	SR	SR

Communication Tactics

Communication method (s) (social media, print, poster etc)	Timeline or date to post	Key message	Audience	Who is responsible

Communications Plan Worksheet

Important to involve and provide your Communications Department with the following information/

Date:		Project Lead Name:	
Project Name:		Project Lead Department:	
Start Date:		Complete Date:	

Key messages (identify the top 3 messages you want to share with the public and be consistent throughout the engagement process).

Audience – (this should be based on who your interested parties are):

Potential challenges/issues:

Details of any planned events:

Date:	
Time:	
Location:	
Details:	
For more info, contact:	
Links for more info:	

Engagement Planning Worksheets

Date:		Project Lead Name:	
Project Name:		Project Lead Department:	
Start Date:		Complete Date:	

Scope: What project are you seeking engagement for?

What is the Purpose? (Why are you engaging? Key questions to be answered? What are the desired outcomes?)

What role will interested parties play in this project?

What is the general timeline for the project?

Identify the decisions that the public can influence with input:

Goals : List 3 goals for engagement. Describe the method of measurement & tie each goal back to objective:

Goal #1:

Method of Measurement:

Tie to Objective:

Goal #2:

Method of Measurement:

Tie to Objective:

Goal #3:

Method of Measurement:

Tie to Objective:

Risks: What are the risks of engaging? What are the risks of not engaging?

Identify the strategies/tactics that will gain the best results.								
Interested parties	Method (Inform, consult, involve, collaborate, empower)	In-person strategies (ie. workshop)	Virtual strategies	Online strategies (ie. online survey)	Timing: start and end	Lead	Budget	Resources (ie. technology)

What are the resources needed to undertake this engagment effectively?						
Resources	Engagement activity	Resources needed	Virtual strategies	Budget	Time to complete	Notes
Number of staff and/or staff time						
Promotion & communications						
In-person event						
Virtual event						
Online engagment (technology)						
Other						

Learn from experience: How and to whom will the engagement outcomes be disseminated?

How will you evaluate the engagement?

Report Back Plan: How & whom will you report the results of the engagement process:
Public:
Staff:
Council:

Identify the decisions that the public can influence with input:

Risks: What are the risks of engaging? What are the risks of not engaging?

Who to engage? Who are the main groups affected by the outcome/decision, other interested parties, partners and what are their interests/key issues?

Timeline: Write out the timeline for you engagement process:	
Year:	
January	
February	
March	
April	
May	
June	
July	
August	
September	
October	
November	
December	
Notes:	

Considerations:

What past decisions have been made about your project that you will need to keep in mind?

Are there any legal restrictions, policies, bylaw's etc. affecting your engagement?

Review and Revise. Are you meeting your goals for engagement, and if not, what adjustments can you make?

Post-Engagement Plan: What post engagement methods will you use?

How will you show participants that their input shaped your project? (Infographics? Reports?)

Strategies for engaging vulnerable and disadvantaged interested parties checklist & tips to consider:
● Provide information in different formats, such as formatted documents for text to speech software, adjusting colors to provide high contrast or using larger fonts
● Incorporate both text and graphics in our materials.
● Offer the option of reading our content in different languages.
● Incorporate American Sign Language into our meetings.
● Ensure our documents are Screen Reader Accessible.
● Reach out to local groups that these populations may already be involved in.
● Provide written and verbal descriptions of charts, tables, drawings or any other visuals.
● Host meetings ONLY in buildings which are fully accessible to wheelchairs/walkers.
Remove barriers for many people may include, but are not limited to: ● Provide information in plain language. ● Ensure that the level of lighting is appropriate for all displays and work areas during meetings. ● Set up a meeting space that includes aisles wide enough for two people to comfortably pass each other with walkers or wheelchairs. ● Be equally welcoming and accommodating to all participants. Attitudinal barriers are the most prevalent barriers. All participants are residents of our community.
Notes:

Budget

Below is a planning budget worksheet.

Category	Items	Estimated Costs	Actual Costs
Resources	Staff time	$	$
	Consultant/facilitator fee	$	$
	Other:	$	$
		$	$
		$	$
		$	$
		$	$
Advertising & Communications	Printing & print materials (posters, brochures, signs)	$	$
	Advertising (i.e. radio, newspaper ad)	$	$
	Mail-outs	$	$
	Display materials (presentation booth or display)	$	$
	Other:	$	$
		$	$
		$	$
		$	$
In-person Engagement Costs	Room/facility rental fee	$	$
	Tables/chairs costs	$	$
	Tablecloth rentals	$	$
	Catering (food & beverage)	$	$
	Materials (name tags, pens, - paper, sticky notes)	$	$
	Childcare	$	$
	Transportation for staff, presenters	$	$
	Audio-visual equipment rental (projector, screen, sound system, microphone	$	$
	Video camera	$	$
	iPads for surveys	$	$
	Other:	$	$
		$	$
		$	$
		$	$
		$	$
		$	$
		$	$
		$	$
	TOTAL COSTS:	$	$

Planning Sheet - Hosting Meetings/Events Worksheet

This worksheet should be used for hosting any meetings/events including: focus groups, celebration ceremonies, neighborhood meetings, and town hall meetings. This worksheet will guide you through all of the items you will need to consider when planning a meeting/event to help ensure that your event is successful.

METHOD OF ENGAGEMENT (ie. focus group, celebration ceremony, town hall meeting, open house, meeting)	
GOAL OF ENGAGEMENT (What do you hope to accomplish?)	
WHO SHOULD BE INVITED: (Staff, Council, partners, experts, Enforcement Services, RCMP, external organizations, committees, or boards)	
DESCRIPTION (Describe what activities will take place at the meeting/event and show agenda)	
DATE:	
TIME:	
LOCATION:	
WHAT IS THE MAXIMUM ROOM CAPACITY?	
HOW MANY PEOPLE DO YOU ESTIMATE ATTENDING?	
# OF CHAIRS:	
# OF TABLES:	
DRAWING OF ROOM & SETUP	
BEVERAGES, FOOD, SNACKS?	
CATERER NAME:	
SOUND SYSTEM/MICROPHONE REQUIRED?	
PROVIDE CHILDCARE?	
SET UP & TAKE DOWN (WHO?)	
TABLECLOTHS/CENTER PIECES?	
INTERNET NEEDED & AVAILABLE?	
OTHER DETAILS REQUIRED:	

VOLUNTEERS OR STAFF REQUIRED TO HELP & WHO & WHAT DO YOU NEED THEM TO DO? Do they need training?			
BUDGET FOR EVENT & MATERIALS: What materials will you need for this event? (Sign in sheets, posters, materials, set up costs etc)	1.	Facility	$
	2.	Food/Beverages	$
	3.	Sound	$
	4.		$
	5.		$
	6.		$
	7.		$
	8.		$
	9.		$
	10.		$
	11.		$
	12.		$
	TOTAL COST		
WHAT HANDOUTS REQUIRED? What handouts will you be providing?			
SIGNAGE REQUIRED? (To get people to building, inside building?			
SIGN IN SHEETS (participants can also provide emails and phone numbers)			
NAME TAGS?			
Markers, pens, paper, business cards?			
POSTERS OR DISPLAYS?			
LAPTOP, PROJECTOR, FLIP PAPER?			
SECURITY REQUIRED?			
LICENSES NEED? (Food Permit etc)			
PROMOTION? (I.e. social media, flyer's, newsletter, website)			
MEASURE? How will you measure if you have been successful (Number of attendees, etc)			
FOLLOW UP MATERIAL TO PEOPLE IN ATTENDANCE?			
Hand out & collect Participant Feedback survey			

Implementation Plan

Use this worksheet to describe the activities that will need to be achieved, who will be responsible, the resources needed, date of completion, communication tools & Methods of using the community feedback.

Question	Implementation Plan								
	What engagement activities need to happen?	**Who is responsible for this activity?**	**What audience(s) are we looking to engage?**	**What resources are needed (new or existing)?**	**What communication channels are we using to invite/ share?**	**What is our anticipated outcomes?**	**What is our timeline for getting this done?**	**How will we use the feedback we receive?**	**What data needs to be collected for the evaluation plan?**
Example	Community newsletter with feedback form	Project manager to draft content.	Primary: All residents in Ward 2	Design - $? Printing - $? Mailout: -$?	Email, social media, website, Greenview App, printed copies delivered to each resident household in Ward 2	All community members are informed. Receive feedback from Ward 2 individuals who are concerned.	Draft newsletter - April 15 Printing - April 20 Distribution - May 1	Project manager review and analysis data. Summary of feedback shared in community newsletter and posted on the website.	Number of attendees respondents, summary of data

Public Engagement Plan

Use the below worksheet to prepare for the Public Engagement session. Public engagement creates opportunities for people to contribute to decision making. The Plan is a living document and should be updated throughout your process to remain current. and communicates how public input is collected and used.

Date:		Project Lead Name:	
Project Name:		Project Lead Department:	
Start Date:		Complete Date:	

Project Background: Provide a brief description of your project

Interested parties: Identify the interested parties for your project. This may include community groups, homeowners, businesses, schools, contractors etc.

Key Decision Points: Identify the key decisions for your project, identify who will make decisions and identify the role of the public (if applicable) for each decision. Consider... What are the important decisions for your project and will you ask the community for input?, Have any commitments related to the role of the public already been made? What are the preferences and expectations of the community regarding their role?

Example:		
Key Decision Points	*Decision Maker*	*Role of the Public*
Good Neighour Plan	Builder	Input on issue resolution process
New Community amenity space	Community	Determine if a community garden or sitting area should be included in the design.

Public Engagement Questions
Outline the information you need from the public and the key questions you will ask the public to gather this information.

Example:

Key Decision Points	*Information needed from the public*	*Question(s) for the public*
Good Neighour Plan issue resolution process	Provide feedback on a draft issue resolution process and if it is sufficient	- Do you have any comments on the draft issue resolution process? -Is anything missing from the draft issue resolution process?
New Community amenity space	Preference for either a community garden or sitting area	1What are the pros and cons of a community garden? - What are the pros and cons of a sitting area? - Is there a proposal that you prefer?

Example:

Public Engagement Activities: Share your public engagement activities. This could include drop in engagement sessions, community round-tables, surveys, interested parties meetings, etc and outline your planned timing for each activity.

Public Engagement Activity	*Timing*
Meeting with Community groups	monthly for a year
Drop in engagement session at community hall	every 4 months, 3 times/year

Communications activities - Outline the communications activities you will conduct to support your engagement. This could include letters to the community, social media updates, website information and community newsletters. Think about the information the community will need to know such as what type of needs do residents have? Are there on site supports? What security and safety measures are in place (if applicable)? Try to be specific about the program and services to address potential concerns and misconceptions.

Reporting Back to the Community - Explain how you will report back to the community on what you heard and how the input will be considered. For example, a What We Heard Report can be used to capture the community's feedback and an email to the community could be used to explain what the final decision was and how community input was considered in that decision.

STEP 3:
Engage - Implement the Plan

Conduct the engagement.

The goal of all engagement activities is to provide participants with an experience that is welcoming, easy to participate in and efficient. Ensure proper time and resources have been allocated so there is meaningful engagement and input.

Keep in mind that flexibility is important. For example, if the scope of the project or level of community impact changes, you will need to refine the engagement methods Logistics are key. When engagement is in-person, choose locations near impacted groups that are accessible or when online, provide background material.

Clarify the Purpose & Scope

At the beginning of the engagement activity, it is important to clarify for the participants what the intention is. The goals and outcomes of the overall engagement project should be made clear to all involved. If the activity is taking place in the middle of a sequence of engagement activities, the results of the preceding activities should be communicated along with an explanation of what has led the participants to the activity currently taking place. If there are activities that will follow the current one, those should be described as well.

Ensure that everyone understands the time frames of each step of the engagement project. Other constraints such as financial limitations should be clearly communicated to help everyone participating to understand the scope of the project. The more participants know about the project, the more likely trusting relationships will be established.

If some issues are not up to discussion such as decisions previously made, confidential information, available budget or resources, or legislation, these should also be made clear and explicit.

Clarify Participant Roles & how the Input will be Used

Clarifying for participants what their role is and how the information they contribute will be used is necessary. Ensure transparent processes in which everyone is heard and has a say in decisions that affect them and make sure that people have the information they need beforehand to participate meaningfully.

Likely the results of an individual engagement activity will not directly determine a decision to be made by the municipality. If this is indeed the case, explain how the input received for each activity will influence the decision-making and inform participants about the other sources of input that will be used.

Being mindful that a focus on building relationships is critical for developing community capacity in the long term helps to inform the approach taken in all engagement activities. Make sure that diverse voices are made to feel welcome, honored and heard, particularly of marginalized populations and individuals. Aim for a result that is a true cross section of the community being actively involved.

If the engagement activity is one in which participants will be showing up in person for an event, there are some considerations for ensuring that these events run smoothly:

► Set ground rules that will ensure respect, fairness and civility.

- Ensure that event staff are clear about their supportive roles during the event.
- Give participants an agenda and a clear explanation of the process – why they are present, what the roles of all present are, and a description of how the input will be used and reported.
- Where appropriate, have staff or experts on site to answer questions.
- When people engage in these initiatives, they want to be sure that their input is heard and that the process they have been part of has influenced the decision or issue. Therefore, a concerted effort needs to be made to document the input gathered.
- For controversial projects, it may be necessary to use an external facilitator to ensure a balanced and unbiased approach and provide a greater level of confidence with the community.

Following an engagement process, it is ideal to provide participants with an opportunity to reflect on and provide feedback on the process. Following an engagement project, efforts should be made to help participants understand how their input affected the ultimate decisions and outcomes.

Explore Opportunities for Further CE if Appropriate

Planning for flexibility is essential. During the community engagement project, the context for the issues may change, participants may challenge the purpose of the process, question the scope of the objectives or the methods used. Perhaps it becomes realized that more information, time or resources are required. Because relationship building is a critical component for ongoing community engagement, it may become necessary to adjust the engagement plan and include additional activities to best serve the needs of the community and municipality.

Commit to Providing a Report to Participants about how their Input was Utilized

All participants of community engagement activities should be informed about when a report on the results of the engagement activities will be made available for them. Also important to is provide information on how their input was utilized. If possible, plan to send the information directly to each participant. If participants possess email addresses and are willing to share them, this would be an easily managed task.

Things to consider:

Accessibility - SEE APPENDIX FOR RESOURCES

Roles and Responsibilities

Often community engagement projects involve a team of individuals. The following may serve to be helpful when deciding the roles and responsibilities of each member of the team. For some projects, members may have more than one role.

Project Manager
Engagement process, content and plan implementation

The project manager ensures there is a plan, that timely preparations are made, and all citizen communications and engagement opportunities are delivered according to the plan. The project manager is an important liaison between the engagement project team and the decision-makers. The project manager is responsible for quality control, on-time delivery, and engagement project team effectiveness.

Communications
Engagement content and support.

Coordinates and oversees website, social media & Engage Greenview updates submitted by engagement team members. The person(s) who produces the public information necessary to support community engagement. Their role includes advertising, media relations, production of written material and display/graphic materials. Often this person manages the website, social media accounts, and digital engagement campaigns if applicable and provides statistical summaries from the digital platforms used. Provides advice for digital engagement methods that work well with internal and external capacity and project goals.

Subject Matter, Expert or External Project Representative
Content and relationship

The expert is the person everyone asks about technical matters or items related to the issue or decision. There can be more than one subject matter expert or project representative. Note: This role should never be shared with the facilitator role to avoid conflict of interest or perceived bias.

Facilitator
Relationship

The facilitator organizes and facilitates meetings and must support a productive discussion or deliberation process in an organized, but neutral manner. The facilitator may be required to identify and mediate points of conflict and is often required to bring together the information from citizen engagement activities and consolidate the ideas in an unbiased manner. This person may use digital engagement methods during meetings.

Recorder /Data Curator(s)
Administration, Support and relationship

Often, community engagement projects produce a lot of advice and questions. Someone needs to record all the information generated and produce a database that allows everyone to see the ideas, questions and concerns generated, and how they have been addressed. This role may also involve attending meetings and keeping a record of those meetings.

Participant Feedback Survey

Thank you for attending. Your feedback matters. Please complete and submit the feedback form.

Event Name:	
Event Date:	
Facilitator Name:	
Your Name:	
Your email or phone if you would like to be contacted:	

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
1. Overall, how would you rate this event?	☐	☐	☐	☐	☐
2. The objectives of the session were clear?	☐	☐	☐	☐	☐
3. I had the information that I needed to participate in the discussion?	☐	☐	☐	☐	☐
4. The presentation was clear and easy to understand?	☐	☐	☐	☐	☐
5 There was opportunity for me to provide input?	☐	☐	☐	☐	☐
6. I understand how my feedback will be used?	☐	☐	☐	☐	☐
7. The next steps of the project are clear?	☐	☐	☐	☐	☐

8. Where did you hear about this event?	
9. What did you like about the event?	
10. Can you recommend areas for improvement for this event?	
11. Were there any concerns with the location of the event?	
12. Is there anything else that you would like to share about the event?	

STEP 4:
Evaluate

Evaluate

The International Association of Public Participation has outlined the following reasons to evaluate a community engagement project:

► To support continuous improvement in the project

► To assess the performance of the community engagement project against it's desired outcomes

► To apply input and learnings to future projects

Consider Perspectives of Participants & Municipality

Processes need to be evaluated from the perspective of both the municipality and the participants.

To understand the participants' perspective, questions need to be asked to establish clarity on the following:

► Their understanding of the activity or event's purpose

► The level of ease with which they were able to provide input

► Whether they felt the process enabled them to express their own views clearly

► How confident they felt that their contributions would be appreciated and used

Responses to these questions can be gathered through informal discussion, interviews, questionnaires or focus groups.

An evaluation from the perspective of the municipality is also important:

► How effective the methods were in eliciting the participants' view

► The usefulness of responses received

► The level and type of participation achieved

► Costs and value for money

► Learning points for the next community engagement project

Establish what Criteria to Evaluate and Analyze Results

The following table provides a set a questions that can be used for evaluating engagement processes.

There may be other questions that can be added for each project:

How did we do? Evaluating the Engagement

Evaluation closes the loop by measuring the effectiveness of the public engagement and identifying opportunities for improvement.

Being evaluated by participants allows us to understand how the process was perceived on the other end, including what went well and what could be improved in the future.

Evaluation techniques can include informal discussions, interviews, or a participant evaluation form. The following are key questions that should be asked during the evaluation:

► Did the engagement reach interested people and ask the right questions?

► Did you as a participant feel you were heard?

► Did the chosen engagement levels and techniques accommodate the needs of participants?

► Did the participants understand how their information will impact the recommendations and/or decisions?

A learning organization

By comparing our engagement processes and activities over time, we will learn which tools, types of questions, event days, times, venues and other factors are most successful in working with our community to build a shared vision for Greenview's future.

We are committed to improving and learning so that all departments have the resources, knowledge and information they need to engage meaningfully with the public. The Communications Department will work with all departments to help plan, and

implement public engagement activities, and report the results to the public.

We will:

► Always evaluate our processes and share lessons learned throughout the organization

► Share resources such as easels, flipcharts, markers, stickers etc for all departments to use

Commit to adjusting our processes based on public feedback

Reporting the Results – Closing the Loop

For a community member who has dedicated time and energy to participate in an engagement opportunity, there are few things more frustrating than not knowing how their input was used.

We understand that reporting on the engagement activities, the input gathered and how it influenced decisions is a fundamental part of good engagement practice.

Good follow-through, however, goes beyond reporting. It is a conscious effort to sustain and build deeper relationships with our community members. This includes:

► Maintaining momentum for the project and interest and excitement throughout the process

► Responding to any specific questions or requests for information that arose from processes or feedback

► Documenting any lessons learned for future processes

► Letting participants know how their input was used and considered

► Updating participants on the progress and status of the project, including opportunities for future input

A **What We Heard** report needs to be incorporated into the planning stages of all engagements and include all the data gathered from all the activities, written in clear and plain language that avoids complicated technical terminology.

It needs to include the following sections:

► *Executive Summary*: Describe the project, engagement process, target audience, and overview of results.

► *Participants*: Describe the number and range of participants and other relevant information such as key demographics.

► *Findings*: Provide an overview of the results for each engagement technique and tool applied. This should be a summary of the quantitative and qualitative data collected in-person and digitally during the project.

► *Next Steps*: Explain how the input will be used to inform subsequent phases and/or decisions. Identify the next steps in the project and any future opportunities for engagement.

Quantitative Analysis

Quantitative data is much easier to analyze than qualitative data as it is already in numerical format. Using the following principles to present it will make it easier for interested parties to understand:

► Use tables for basic or complex tallies (i.e. number of responses received online, at workshops, and letters sent to municipal staff).

► Use pie charts to compare simple parts of a whole (i.e. percentage of respondents who agree vs. disagree with a specific goal). If there are more than two or three options, consider using a bar chart as it is easier to read/interpret at a quick glance than a pie chart with a complicated legend.

► Use bar charts or stacked bar charts to compare things between different groups (i.e. percentage of support for a number of priorities).

► Use line graphs to display changes over time (i.e. number of participants who attended events

throughout the engagement process)

► If you are comparing two different questions and one question received more responses than the other, show these using percentage rather than absolute numbers so that you can appropriately assess the level of agreement or disagreement based on the sample size.

Qualitative Analysis

Qualitative analysis can provide deeper insights into participants' values and priorities, but it is much more difficult to analyze. It requires significantly more time and resources to capture the themes and shared ideas of participants. It is important to have a plan on how you will analyze the data, how it will be presented, and ensure there are sufficient resources and staff time allocated to complete it.

General tips for analyzing qualitative data:

► Use a single person who is knowledgeable about the project. Because content analysis relies on subjective interpretation, it works best when completed by a single person (or small team working very closely together). This person should be familiar with the project as comments may only indirectly refer to a concept or use acronyms or other specifics.

► Decide how you will distinguish among concepts and create coding rules. Clearly define your concepts, so your readers can understand how you decided to code input. This will also help you to be consistent while you are coding.

► Determine how specific your codes are going to be, how many concepts you are going to code for and whether you will use major themes and sub-themes.

► Decide whether you are doing relational analysis, such as identifying whether comments were positive or negative about a concept, or if you want to assess the results by participant age or geography.

► Decide what to do with "irrelevant" information.

Some input will be off-topic, will comment on your process, or will ask you a question. It's important to understand how people feel about your engagement process so code this information separately, so you can address these issues.

► Be prepared to change your codes if the results don't fit.

Criteria to Evaluate & Analyze Results

Purpose and Objectives ► What were the purposes and objectives? ► Were they achieved? ► If not, why not?	
Methods ► What methods were used? ► Did they achieve the desired results in terms of levels of participation and type of response? ► Which methods worked best for which types of people? ► Did the process go according to the intended schedule?	
Participation ► How many people participated? ► Did all key participants/interested parties participate? ► If participation was intended to be representative, was this achieved? ► If it was intended to reach several different groups,was this achieved? ► What efforts were made to reach commonly underrepresented groups? ► What methods were used to encourage participation? ► Did they work?	
Results ► Were the results – in terms of enough people responding usefully – satisfactory? ► How easy were they to analyze and interpret? ► How were the results documented? ► How were the results communicated to participants?	

Outcomes ► What were the intended outcomes? What were the results of the project? ► What has changed or will be changed as a result of the project?	
Participant Comments ► What comments were made by the participants about the engagement process?	
Cost ► What did the engagement project cost? ► Were the results worth the money?	
Learning Points for the Future ► What did the engagement project cost? ► Were the results worth the money?	

Evaluation Report Template

Evaluating the engagement process is important to providing input and being able to make adjustments to future engagement planning. Internal evaluations for the engagement process would be completed by employees. External evaluations for the engagement process would be completed by participants on specified engagement activities.

A report of the community engagement project should be made available for Council, staff and the participants of the engagement activities. Consideration should be given to providing the report to the community at large as well.

Date:		Project Lead Name:	
Project Name:		Project Lead Department:	
Date of event:		# of people in attendance:	
Type of Engagement:			

Executive Summary: Describe the project, engagement process, outcomes, target audience, and overview of results.

Background: Provide an overview of the issue or decision to be made and what has been done priori to the engagement.

Methods: Explain the public engagement process, length of engagement, tactics etc.

Participation: Describe the number and range of participants and other relevant information such as key demographics.

Results and recommendation: Summarize the key results

Outcomes: Provide an analysis in response to questions under "Outcomes."

What went well?

What can be improved for next time? Were there any restrictions or problems that arose?

List organization staff departments, Council, partners, interested parties etc who were in attendance

Participants concerns, comments & feedback (both verbal and from participant evaluation):

Participant Perspective: Provide results of participants' feedback about the evaluation process:

Cost: Provide a summary of expenses:

Learning points for the future:

Did the process meet the objective:

Were the appropriate interested parties were identified and in attendance, or what would you do differently and is there any other engagement in the future that will be done?

Additional comments about the project engagement. Will this information/session change your Engagement Plan and timelines?

Have you prepared a thank you and summary notice to all that attended?

Conclusion:

- ► Outline the conclusions or decisions resulting from the public engagement
- ► Indicate how the information will be used in the decision-making process
- ► Indicate if there will be further public engagement.

Appendix:

- ► Provide the complete list of comments
- ► Include any photos of information boards, graphics or photos of facilities, maps etc.
- ► Links to additional research materials (i.e. Bylaws, Master Plans, Policies etc).
- ► For qualitative data, provide examples of comments, and an explanation of themes.

- ► Additional Notes:

Report Back

Reporting to the Participants

Reporting back to participants after an event, and at key stages of the engagement project, with documentation of input gathered and next steps is crucial to building trust and accountability. Report back through a variety of methods such as emails, newsletters, local newspapers, and websites.

Reporting through timely feedback to the participants ensures that those who were involved see that their input was received, understood and valued. Reports to the participants should include:

► An acknowledgment and thank you to the participants who gave generously of their time, energy and knowledge

► A report on the input gathered during the engagement activity

► A record of the engagement process and where in the decision-making process the input fits

► A description on what will happen with the input

► An outline of the next steps for the engagement project

► A report of when an outcome or decision is expected

Reporting back as soon as possible after an event helps participants with an ability to provide their feedback and point out any errors or omissions. Keeping them informed will encourage them to remain interested and may encourage them to take part in future engagement activities.

Participants must be assured that their privacy is always respected by keeping all reporting and feedback confidential. Participants' names should not be publicized without individual consent.

When an outcome or decision has been established, this information should be shared with all participants. The community members should know how their participation helped in making a decision.

Reporting to the Decision-makers

A report to the decision-makers following engagement activities includes:

► Providing complete results of the engagement process (use Evaluation Form for content)

► Supply background information on the objectives of the engagement (use Evaluation for content)

► Outline the process used, a description of the participation of community members and the input received

► Providing an outline of next steps or the recommended decision. Discuss with Manager how you will provide this information.

Tip:
Use pie charts, graphs and other visuals whenever possible to make statistics more interesting and easier to understand.

Report Back Summary Form

Date:		Project Lead Name:	
Project Name:		Project Lead Department:	
Date of event:		# of people in attendance:	
Type of Engagement:			

What is the outcome, results and recommendations of the engagement session that you want to share with participants?

Who do you need to thank? (ie. participants, special guests, Council members, speakers)

What methods will you use to inform participants and what is your timeline? (ie. website, email, social media post, Engage Greenview website update?)

What are the next steps or the recommended decision and where can people find more information and updates on the project?

Additional information:

STEP 5:
Post Project

Post Project Summary

Being mindful that one of the core purposes of community engagement is to build relationships, ensure that everyone is thanked for their input. If numbers are not too large, personal notes of thanks would be ideal.

Store Engagement Records and Contact Lists

Ensure that all records and contact lists are stored where other staff may access them for future engagement activities. It is helpful to add notes to the contact list, recording the networks or groups that each participant is connected to or remarks about the capacities they possess such as an ability to encourage others to participate, the ability to help with organizing or assisting with the design of future engagement activities, etc. Care must be taken to ensure that all privacy laws are taken into account.

Stay Connected with Participants

It is good practice to make efforts to stay connected with participants after the project is over in an effort to build stronger relationships and learn about other concerns, insights and ideas they have which may serve to improve the quality of life in Greenview.

Debrief & Share Learnings with Colleagues

Make a plan to meet with other staff and colleagues to review the project as a group and to share insights and learnings for the purpose of continuous learning and improvement incorporating the perspective of all.

Celebrate

Taking time to celebrate recognizes the high value placed on community engagement and helps to instill enthusiasm for continued activity.

APPENDIX

Resource: Accessibility Information

The below resource provides accessible services according to the Accessibility for Ontarians with Disabilities Act (AODA). Sometimes that might mean doing things in a different way for one person, providing an accessibility accommodation, or changing the way we provide a service that will remove barriers for many people. Accessibility accommodations begin with informing people of a contact person if they require an accommodation under the Accessibility for Ontarians with Disabilities Act, when sending out meeting notices.

Accessibility accommodations may include, but are not limited to:

- ► Providing information in different formats, such as formatted documents for text
- ► to speech software, adjusting colours to provide high contrast or using larger fonts
- ► Providing written and verbal descriptions of charts, tables, drawings or any other visuals
- ► Hosting meetings ONLY in buildings which are fully accessible to wheelchairs/walkers
- ► Offering services of an American Sign Language Interpreter for those who are deaf
- ► Offering assistive devices, such as amplified hearing equipment, to those with hearing loss
- ► Removing barriers for many people may include, but are not limited to:
  - o Providing information in plain language
  - o Ensuring that the level of lighting is appropriate for all displays and work areas during meetings
  - o Setting up a meeting space that includes aisles wide enough for two people to comfortably pass each other with walkers or wheelchairs
  - o Being equally welcoming and accommodating to all participants. Attitudinal barriers are the most prevalent barriers. All participants are residents of our community.

Community Inclusion:

As language, perceptions and social habits change at a seemingly faster and faster rate, it is becoming increasingly difficult for people to figure out how to refer to people with disabilities. Even the term "disability" is no longer universally accepted.
https://vadsociety.ca/wp-content/uploads/2022/03/information-sheet-for-language-first.pdf

An Incomplete Guide to Inclusive Language for Startups and Tech:
https://buffer.com/resources/inclusive-language-tech/

Welcoming & Inclusive Communities Initiative:
https://www.abmunis.ca/advocacy-resources/social-issues/welcoming-inclusive-communities

Guidelines for Inclusive Writing:

Make gender-inclusive writing your standard practice. Avoid references to gender whenever possible.
https://www.noslangues-ourlanguages.gc.ca/en/blogue-blog/inclusifs-gender-inclusive-eng

Resource: Using Plain Language

Using plain language in all communications helps to uphold the Guiding Principles of Community Engagement. Plain language makes community engagement more inclusive**, transparent and equitable**. It also improves trust and respect for the engagement process. When people easily understand what they are reading, they are more likely to participate. Use plain language in all aspects of engagement, from the letter informing the community of the process, to handouts and displays, to the evaluation feedback sheet. It is often helpful to test terms or diagrams beforehand, with people who are unfamiliar with the content. If they don't understand, the wording needs to be refined.

Guidelines for creating plain language materials

A document, web site or other information is in plain language if the:

1. Basic approach specifies and considers who will use it, why they will use it, and what tasks they will do with it. Consider if the basic approach:
   - Identifies the audiences and is clearly created for them
   - Focuses on the major audiences, their top questions and tasks
   - Does not try to be everything to everyone
   - Keeps in mind the average reader's level of technical expertise

2. Language minimizes jargon and uses sentence structure, strong verbs, word choice, and other similar techniques to ensure the audience can read, understand, and use the information. Consider if the language:
   - Has a conversational style rather than a stuffy, bureaucratic style
   - Is simple and direct without being too informal.
   - Whenever possible, uses an active voice. When the subject of a verb does something (acts), the verb is in the active voice. When the subject of a verb receives the action (is acted upon), the verb is in the passive voice.
   - Active voice: Connor hit the ball.
     Passive voice: The ball was hit by Connor.

   - Uses reasonably short sections, paragraphs, and sentences
   - Uses sentence structure, especially the verbs, to emphasize key information
   - Uses transitions to show the link between ideas, sections, paragraphs, or sentences
   - Puts titles, headings, and lists in parallel form
   - Uses words familiar to the audience
   - For online information, matches the text of links to the page title the link points to

3. Design reinforces meaning and makes it easier for the audience to see, process, and use the information. Consider if the design:
   - Organizes the information in a sequence that's logical for the audience
   - Uses layout to make information easy to find, understand, and use
   - Uses principles of good design, including appropriate typography, font size, line spacing, color, white space, etc.
   - Uses visuals to make concepts, information, and links easier to see and understand
   - For online information, minimizes the number of levels, layers information appropriately, avoids too much on one page

4. Structure is well-marked so the audience can find the information it needs. Consider if the structure:
   - Uses many informative headings to guide the audience to the key information most important to them
   - Helps the audience to quickly complete tasks
   - Breaks content into topics and subtopics that match the audience's needs for information
   - For a document, minimizes cross-references

5. Hierarchy helps the audience distinguish between critical and less important information. Consider if the hierarchy:
   - Puts the most important information first
   - Omits unnecessary information
   - Uses format and language to distinguish between main points and supportive detail

6. 6. Author, whether an individual or an organization, creates a sense of reliability and trustworthiness. Consider if the author:
   - Demonstrates a concern for the audience

- Anticipates the questions and needs of the audience
- Uses an appropriate tone for the audience
- Provides a revision date to show the age of the information
- Shows how to get additional information

7. Overall, the audience can:

- Understand the main purpose and message
- Complete the task, if this is being asked
- See how the design and the content reinforce each other
- Scan to find information Follow the language easily

Adapted from Centre for Plain Language www.plainlanguage.gov

Best Practices For In-Person Events - Resources from Voice of Albertans With Disabilities

Hosting Accessible Events:
https://vadsociety.ca/hosting-accessible-events/

General Event Checklist
In-Person Event Checklist
Online Event Checklist

Digital Promotion or New Media considerations

► Make sure file types are accessible (for example most screen readers will not read a PDF).

► Any audio content should be captioned.

► If using a Poster/Image/Graphic make sure that it is high contrast and that image descriptions and Alt Text are used (for more tips on social media and web accessibility check out our Social Media best Practices Blog).

► Make sure links are well defined (like the one right above!)

► Vary where and how you are sharing (email, newsletters, websites, social media)

Physical Promotion or Old Media considerations

► Vary where and how you are sharing (vary posted heights and sizes of print materials, balance visual and audio mediums)

► Keep accessible design principles in mind: some options are the Clearing our Path guide, or this AccessAbility 2 Graphic Design Handbook (download)

► Consider including alternative formats (braille your handbills, provide transcripts for radio ads)

Registration

Make sure the platform for registration is accessible and easy to understand

Offer other options (for example offer a phone number/email someone can use for help registering)

Present the accommodations/accessibility features you will be providing, list the accommodations people can request that you will provide, ask if there are other ways you can accommodate and outline any barriers you're aware of but don't have control over.

Here are examples:

(In-person) We have made every effort to ensure the venue is accessible as possible (link to venue website). The doors to the bathrooms are not automatic and are heavy so we will have them propped open during our event for easy access. ASL and CART will be provided. Arrangements can be made beforehand to waive admission for an attendant/aide, special meal requests and/or seating preference. Please let us know if we have missed anything that would improve your access and enjoyment of this event by emailing: info@accessibleevents.ca

(Online) ASL Interpretation and Cart Captioning will be provided. Relevant materials will be sent ahead of time by request. Please let us know here if we can provide other accommodations to improve your access to the event: [text box]

During the Event

- ► Be flexible: Some requests might come up last minute, if it's within your power to make an accommodation, do.

- ► Schedule appropriately- ensure everyone has ample time to present and for breaks

- ► Ensure Presentations are accessible- Check the Accessible PowerPoint Guidelines

- ► Have Sign Language (typically ASL and/or LSQ in Canada) Interpreters.

- ► Have Communication Access Realtime Translation (or CART) captioning available.

- ► Consider how the atmosphere might impact others at your event examples include,

- ► Is intentional background noise (example: music)

interfering with hearing aid use? What about for those who rely on their hearing to know their surroundings

- ► Are things placed in a way that provides enough space? Does it make sense?

- ► Is it too bright or too dark?

- ► Are there or will there be sudden loud noises or flashing lights?

Post Event

- ► Ask for feedback, specifically on accessibility. It is not enough to ask how someone enjoyed the event: check this Sample Event Feedback Survey

- ► Provide lots of opportunities for this feedback, have open text box options and scales, do it during a break, after the event, in the follow up communications etc.

- ► Read the feedback and implement it for your next event.

Resources:

Planning Accessible Events - So everyone feels welcome: https://accessibilitycanada.ca/wp-content/uploads/2016/06/Planning-Accessible-Events-May-2016.pdf

Resources from Voice of Albertans With Disabilities https://vadsociety.ca/accessible-events-checklist-online/

Welcoming & Inclusive Communities Initiative: https://www.abmunis.ca/advocacy-resources/social-issues/welcoming-inclusive-communities

Guide to Planning Accessible Meetings & Events https://www.edmonton.ca/sites/default/files/public-files/documents/PDF/GuideToPlanningAccessibleMeetings-Events.pdf

What is Engage Greenview - the Public Engagement Portal

We want to make it as easy and as transparent as possible for as many of our residents to provide meaningful input into local decision-making. That is why Greenview has launched our new online one-stop public participation site – EngageGreenview.ca

Greenview values the voices of residents and wants to hear their feedback. Engage Greenview is a convenient way to provide input on the issues that matter most to them - any time and from anywhere. ffect them, right from the comfort of your home.

Digital engagement is an easy way to impact your community and positively influence Greenview's future.

• Allows diverse voices across the municipality to participate;

• You can learn and contribute based on your own time and interests;

• Increased accessibility through options like google translate and alternative text;

• Help you stay engaged and informed from the beginning to the end of a project.

Residents and staff should register before you start sharing your input. By registering, you can:

• Tailor your preferences to receive notifications about topics that matter most to you

• Ensure you are in the loop about upcoming opportunities to provide your input

Engage Greenview is designed to make it easy for everyone to learn about projects and initiatives in Greenview, discuss important topics, provide your feedback, and contribute to the future of your community.

Participants who register become part of our online community. They will be able to get involved in multiple projects and receive updates to stay informed. Participants can choose their username and control what and when they contribute. By registering, you are also providing demographic data, which helps Greenview understand who we are reaching through digital engagement and where we can improve how we reach out to people.

With your managers' approval, staff fill out the "Engage Greenview - Public Engagement Portal form attached and submit to communications@mdgreenview.ab.ca where they will post and promote your engagment.

For more information, please visit
www.engagegreenview.ca
or contact our Greenview Communications Department