<u>November Meeting:</u>
- Date: Wednesday November 24th
- Time: 5pm – 8pm (wheat-free dinner will be provided)
- Venue: TBD (City Hall as goal)

<u>December Meeting</u>:
- Wednesday December 8th day;
- Thursday December 9th evening; or
- Saturday December 11th day

The December meeting would follow up on outstanding briefing issues, including:
- City-wide housing policy (including Short Term Incentives to Rental pilot)
- How discretionary decisions about urban design are made (including urban design panel)
- Capital plan process

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AGENDA – Wednesday November 24, 2010

5:00pm   Meeting Called to Order
          1.   Approve Agenda
          2.   Approve Previous Meeting Minutes

5:05pm   Briefing Sessions – Community Engagement (City Staff)
          3.   Current city processes, best practices from other cities, ideas for engaging under 40s and new immigrant communities, families, etc.
          4.   Lists of community priorities that been identified through the city and the community engagement processes they used (including WERA, WEN, City of Vancouver May 2010, West End BIA Spring 2010, et. al)

6:15pm   BREAK

6:30pm   Work Plan Objective 1 – West End Community Priorities
          5.   List known priorities
          6.   Feedback from stakeholders since October 2010
          7.   Establish outreach approach

7:30pm   Internal Committee Communications and Process
          8.   How will we communicate amongst each other; take decisions
          9.   Appoint task force to decide – straw dog model: email communications between meetings & simple majority for decisions in meetings

7:50pm   Review Action Items, schedule next meeting, adjourn

ENGAGEMENT - *Best Practices*

1. The **appropriateness and effectiveness of the public involvement process design and implementation**, including the participants' satisfaction with the process.

Benchmarks	Measurement of Success
Clear public involvement plan	Plan includes stated purpose; ties to city vision or goals; participation targets; a process design; a timeline; clear staff roles; a budget Plan is measured against these hoped for outcomes in a public way
Participation appropriate for issue	Diversity of affected community represented Selection process clear and transparent
Process appropriate for participants	Background information provided to participants Sufficient opportunities for deliberation among participants that allowed for the exchange of informed views, consideration of alternatives and the formulation of recommendations Safe and well-managed environment for people to participate effectively Clear communication on how local officials would integrate any developed recommendations into their ultimate decision-making
Satisfaction of participants	Participants viewed the public involvement process as transparent, well-managed and appropriate to the issue(s) under consideration Their input was welcomed, heard and considered

	They be more or less likely to participate in other such processes in the future

2. The **real impacts on public decisions, policies and actions**. Were the ultimate decisions different --- and better --- than would otherwise have been the case?

Benchmarks	Measurement of Success
It mattered that the public participation took place	Public officials <u>demonstrably</u> considered the ideas or recommendations resulting from the public involvement process in their final decision-making
	Public involvement process resulted in local officials making a more informed and/or better decision
	Greater support for the resulting new policy or action
	Participants received feedback on how their recommendations were or were not used
Effective communication	The broad public is aware of the public involvement process and its outcomes

3. The **effect on the community's capacity for democratic participation**. Has the public involvement process made it more or less likely that the necessary information, skills and willingness to get involved are present in the community? Was the public engagement process considered a one-time affair, or have sponsors used it to build a more sustained capacity for soliciting the public's ideas and recommendations?

Benchmarks	Measurement of Success
The consultation increased public involvement in democratic process	The public engagement process provided residents with additional skills, knowledge and experiences likely to encourage their role as committed and effective community members
	The government can continue to draw on and develop those capacities

CITIZENS' ENGAGEMENT – modified ladder of engagement

Fundamental concepts of good citizen engagement

a.)   POWER balanced by ACCOUNTABILITY
Power needs to be balanced with accountability to create good governance
b.)   COLLOSAL FAILURE caused by COLLOSSALLY UNMET EXPECTATIONS
Occurs when people come to the open house/hearing/meeting expecting one level of engagement and they get another

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Power and accountability for decision making increase across engagement spectrum.

	Inform	*Consult*	*Engage*	*Influence*	*Delegate*
Goal	Levels playing field of information available to all people affected by the decision and/or involved in consultation, engagement, or delegated decision-making authority	Best described as a one way conversation going in two directions. Fulfills legal duty to ask opinions and seek feedback on planning and engineering proposals.	Two way conversation (ie. "dialogue"). Receive opinion, feedback AND demonstrate how you've heard and responded to what you've heard.	Two way conversation + two way accommodation including the development of alternatives and the joint identification of the preferred solution.	Give decision making authority over to another body
Existing Examples	Website Budget backgrounders	Many, many legally required processes both big and small	SEFC planning process	Advisory Committees Court of Revision	Board of Variance City Plan polling
Challenges	Making data accessible to everyone involved (as opposed to just available). Many formats, technical language a barrier, language and cultural translation remain a challenge.	Technical experts on front line have trouble "hearing"; Inherent problems with a one way conversation going in two directions.	Relatively equal power exists in the dialogue but not equal accountability to decision unless the engagement process designed to include it.	Ultimate decision maker variable (depends on which party is able to create a viable solution) so accountability measures hard to codify.	Very difficult to hold other decision makers to the same level of accountability council has

PASSIVE PUBLIC INFORMATION TECHNIQUES

Tools and Techniques	Always Think it Through	What Can Go Right	What Can Go Wrong
PRINTED PUBLIC INFORMATION MATERIALS - Fact Sheets - Newsletters - Brochures - Issue Papers	• KISS! - Keep It Short and Simple • Make it visually interesting but avoid a slick sales look • Include a postage-paid comment form to encourage two-way communication and to expand mailing list • Be sure to explain public role and how public comments have affected project decisions • Q&A format works well	• Can reach large target audience • Allows for technical and legal reviews • Encourages written responses if comment form enclosed • Facilitates documentation of public involvement process	• Only as good as the mailing list/ distribution network • Limited capability to communicate complicated concepts • No guarantee materials will be read
INFORMATION REPOSITORIES Libraries, city halls, distribution centers, schools, and other public facilities make good locations for housing project-related information	• Make sure personnel at location know where materials are kept • Keep list of repository items • Track usage through a sign-in sheet	• Relevant information is accessible to the public without incurring the costs or complications of tracking multiple copies sent to different people • Can set up visible distribution centers for project information	• Information repositories are often not well used by the public
TECHNICAL REPORTS Technical documents reporting research or policy findings	• Reports are often more credible if prepared by independent groups	• Provides for thorough explanation of project decisions	• Can be more detailed than desired by many participants • May not be written in clear, accessible language
ADVERTISEMENTS Paid advertisements in newspapers and magazines	• Figure out the best days and best sections of the paper to reach intended audience • Avoid rarely read notice sections	• Potentially reaches broad public • May satisfy legal notification requirements	• Expensive, especially in urban areas • Allows for relatively limited amount of information
NEWSPAPER INSERTS A "fact sheet" within the local newspaper	• Design needs to get noticed in the pile of inserts • Try on a day that has few other inserts	• Provides community-wide distribution of information • Presented in the context of local paper, insert is more likely to be read and taken seriously • Provides opportunity to include public comment form	• Expensive, especially in urban areas

Tools and Techniques	Always Think it Through	What Can Go Right	What Can Go Wrong
FEATURE STORIES Focused stories on general project-related issues	• Anticipate visuals or schedule interesting events to help sell the story • Recognize that reporters are always looking for an angle	• Can heighten the perceived importance of the project • More likely to be read and taken seriously by the public	• No control over what information is presented or how
BILL STUFFER Information flyer included with monthly utility bill	• Design bill stuffers to be eyecatching to encourage readership	• Widespread distribution within service area • Economical use of existing mailings	• Limited information can be conveyed • Message may get confused as from the mailing entity
PRESS RELEASES	• Try to hand deliver press releases or kits to get a chance to discuss project • Foster a relationship with editorial boards and reporters	• Informs the media of project milestones • Press release language is often used directly in articles • Opportunity for technical and legal reviews	• Generally low media response rate • Frequent poor placement of press release within newspapers
NEWS CONFERENCES	• Make sure all speakers are trained in media relations	• Opportunity to reach all media in one setting	• Limited to news-worthy events
TELEVISION Television programming to present information and elicit audience response	• Cable options are expanding and can be inexpensive • Check out expanding video options on the internet	• Can be used in multiple geographic areas • Many people will take the time to watch rather than read	• High expense • Difficult to gauge impact on audience

Tools and Techniques	Always Think it Through	What Can Go Right	What Can Go Wrong
BRIEFINGS Use regular meetings of social and civic clubs and organizations to provide an opportunity to inform and educate. Normally these groups need speakers. Examples of target audiences: Rotary Club, Lions Clubs, Elks Clubs, Kiwanis, League of Women Voters. Also a good technique for elected officials.	• KISS - Keep it Short and Simple • Use "show and tell" techniques • Bring visuals	• Control of information/presentation • Opportunity to reach a wide variety of individuals who may not have been attracted to another format • Opportunity to expand mailing list • Similar presentations can be used for different groups • Can build community good will	• Project stakeholders may not be in target audiences • Topic may be too technical to capture interest of audience
CENTRAL INFORMATION CONTACT Designated contacts are identified as official liaisons for the public and media	• If possible, list a person not a position • Best if contact person is local • Anticipate how phones will be answered • Make sure all recorded messages are kept up to date	• People don't get "the run around" when they call • Controls information flow and promotes information consistency • Conveys image of "accessibility"	• Designated contact must be committed to and prepared for prompt and accurate responses • May filter public message from technical staff and decision makers • May not serve to answer many of the toughest questions
INFORMATION HOT LINE Identify a separate line for public access to prerecorded project information or to reach project team members who can answer questions/ obtain input	• Make sure contact has sufficient knowledge to answer most project-related questions • If possible, list a person not a position • Best if contact person is local • Use toll free number if not local	• People don't get "the run around" when they call • Controls information flowand promotes information consistency • Conveys image of "accessibility" • Easy to provide updates on project activities	• Designated contact must be committed to and prepared for prompt and accurate responses
TECHNICAL ASSIST ANCE Providing access to technical expertise to individuals and organizations	• The technical resource must be perceived as credible by the audience • Work with your technical people to make sure they understand public issues	• Builds credibility and helps address public concerns about equity • Can be effective conflict resolution technique where facts are debated	• Availability of technical resources may be limited • Technical experts may not be prepared for working with the public

ACTIVE PUBLIC INFORMATION TECHNIQUES

Tools and Techniques	Always Think it Through	What Can Go Right	What Can Go Wrong
SIMULATION GAMES Exercises that simulate project decisions	• Test "game" before using • Be clear about how results will be used	• Can be designed to be an effective educational/training technique, especially for local officials	• Requires substantial preparation and time for implementation • Can be expensive
INFORMATION CENTERS and FIELD OFFICES Offices established with prescribed hours to distribute information and respond to inquiries	• Provide adequate staff to accommodate group tours • Use brochures and videotapes to advertise and reach broader audience • Consider providing internet access station • Select an accessible and frequented location	• Provides opportunity for positive media coverage at groundbreaking and other significant events • Excellent opportunity to educate school children • Places information dissemination in a positive educational setting Information is easily accessible to the public • Provides an opportunity for more responsive ongoing communications focused on specific public involvement activities	• Relatively expensive, especially for project-specific use • Access is limited to those in vicinity of the center unless facility is mobile
EXPERT PANELS Public meeting designed in "Meet the Press" format. Media panel interviews experts from different perspectives.	• Provide opportunity for participation by general public following panel • Have a neutral moderator • Agree on ground rules in advance • Possibly encourage local organizations to sponsor rather than challenge	• Encourages education of the media • Presents opportunity for balanced discussion of key issues • Provides opportunity to dispel scientific misinformation	• Requires substantial preparation and organization • May enhance public concerns by increasing visibility of issues
FIELD TRIPS Provide tours for key stakeholders, elected officials, advisory group members and the media	• Know how many participants can be accommodated and make plans for overflow • Plan question/answer session Consider providing refreshments • Demonstrations work better than presentations • Make sure everything is safe	• Opportunity to develop rapport with key stakeholders • Creates greater public knowledge of issues and processes	• Number of participants is limited by logistics • Potentially attractive to protestors

Tools and Techniques	Always Think it Through	What Can Go Right	What Can Go Wrong
OPEN HOUSES An open house to allow the public to tour at their own pace. The facility should be set up with several stations, each addressing a separate issue. Resource people guide participants through the exhibits.	• Someone should explain format at the door • Ask participants to fill out a comment sheet • Be prepared for a crowd all at once - develop a meeting contingency plan • Set up stations so that several people (6-10) can view at once	• Fosters small group or one-on-one communications • Ability to draw on other team members to answer difficult questions • Meets information and interaction needs of many members of the public who are not served by typical public meetings • Builds credibility	• Difficult to document public input • Protestors may use the opportunity to disrupt event • Usually more staff intensive than a meeting • May not provide the opportunity to be heard that some public will expect
COMMUNITY F AIRS Central event with multiple activities to provide project information and raise awareness	• All issues, large and small must be considered • Make sure adequate resources and staff are available	• Focuses public attention on one element • Conducive to media coverage • Allows for different levels of information sharing	• Public must be motivated to attend • Usually expensive to do it well • Can damage reputation if not done well

Tools and Techniques	Always Think it Through	What Can Go Right	What Can Go Wrong
INTERVIEWS One-to-one meetings with stakeholders to gain information on public concerns and perspectives for developing or refining public involvement and consensus building programs	• Where feasible, interviews should be conducted in-person, particularly when considering candidates for citizens committees • Take advantage of opportunity for public to input in how they participate	• Provides opportunity to get understanding of public concerns and issues • Provides opportunity to learn how to best communicate with public • Can be used to evaluate potential citizen committee members	• Scheduling multiple interviews can be time consuming • Interviewers must engender trust or risk negative response to format
IN-PERSON SURVEYS One-on-one "focus groups" with standardized questionnaire or methodology such as "stated preference"	• Make sure intended use of result is clear before technique is designed	• Provides traceable data • Reaches broad, representative public	• Expensive • Focus Groups may have a marketing/public relations image
COFFEE KLATCHES Small meetings within neighborhood usually at a person's home	• Make sure staff is very polite and appreciative	• Relaxed setting is conducive to effective dialogue • Maximizes two-way communication	• Requires a lot of labor to reach many people
SMALL FORMAT MEETINGS Small meetings at existing groups or in conjunction with another event	• Understand who the likely audience is to be • Make opportunities for one-one-one meetings	• Opportunity to get on the agenda • Provides opportunity for in-depth information exchange in non-threatening forum	• May be too selective and can leave out important groups

Tools and Techniques	Always Think it Through	What Can Go Right	What Can Go Wrong
RESPONSE SHEETS Mail-In-forms often included in fact sheets and other project mailings to gain information on public concerns and preferences	• Use prepaid postage • Include a section to add name to the mailing list • Document results as part of public involvement record	• Provides input from those who would be unlikely to attend meetings • Provides a mechanism for expanding mailing list	• Does not generate statistically valid results • Only as good as the mailing list • Results can be easily skewed
MAILED SURVEYS & QUESTIONNAIRES Inquiries mailed randomly to sample population to gain specific information for statistical validation	• Make sure you need statistically valid results before making investment • Survey/questionnaire should be professionally developed and administered to avoid bias • Most suitable for general attitudinal surveys	• Provides input from individuals who would be unlikely to attend meetings • Provides input from cross-section of public not just activists • Statistically tested results are more persuasive with political bodies and the general public	• Response rate is generally low • For statistically valid results, can be labor intensive and expensive • Level of detail may be limited • May be preceived as a public relations tool
TELEPHONE SUR VEYS/POLLS Random sampling of population by telephone to gain specific information for statistical validation	• Make sure you need statistically valid results before making investment • Survey/Questionnaire should be professionally developed and administered to avoid bias • Most suitable for general attitudinal surveys	• Provides input from individuals who would be unlikely to attend meetings • Provides input from cross-section of public, not just those on mailing list • Higher response rate than with mail-in surveys	• More expensive and labor intensive than mailed surveys • Bias is easily charged if questions not carefully constructed
INTERNET SURVEYS/POLLS Web-based response polls	• Be precise in how you set up site, chat rooms or discussion places can generate more input than you can look at	• Provides input from individuals who would be unlikely to attend meetings • Provides input from cross-section of public, not just those on mailing list • Higher response rate than other communication forms	• Generally not statistically valid results • Can be very labor intensive to look at all of the responses • Cannot control geographic reach of poll • Results can be easily skewed
COMPUTER-BASED PARTICIPATION Surveys conducted via computer network	• Appropriate for attitudinal research	• Provides instant analyses of results • Can be used in multiple areas • Novelty of technique improves rate of response	• High expense • Detail of inquiry is limited
PUBLIC HEARINGS Formal meetings with scheduled presentations offered	• Avoid if possible, otherwise try to use informal meetings immediate before	• Provides opportunity for public to speak without rebuttal • meets legal requirements • puts comments on record	• Does not foster dialogue • Creates us vs. them feeling • Many dislike public speaking

SMALL GROUP PROBLEM–SOLVING TECHNIQUES

Tools and Techniques	Always Think it Through	What Can Go Right	What Can Go Wrong
DESIGN CHARRETTES Intensive session where participants re-design project features	• Best used to foster creative ideas • Be clear about how results will be used	• Promotes joint problem solving and creative thinking • Effective for creating partnerships and positive working relationships with public	• Participants may not be seen as representative by larger public • May not have lasting effect if used as a one-shot technique
COMMUNITY F ACILITATORS Use qualified individuals in local community organizations to conduct project outreach	• Define roles, responsibilities and limitations up front • Select and train facilitators carefully	• Promotes community-based involvement • Capitalizes on existing networks • Enhances project credibility	• Can be difficult to control information flow • Can build false expectations
MEDIATION/NEGOTIATION The process of resolving disputes through compromise	• Should be used typically as a last resort to solve specific problems with well-defined stakeholders groups	• Promotes accountability on both sides • Focuses on specific issues	• Difficulty of defining who the parties are and whom they represent • Time and labor intensive
CONSENSUS BUILDING TECHNIQUES Techniques for building consensus on project decisions such as criteria and alternative selection. Often used with advisory committees. Techniques include Delphi, nominal group process and public value assessment and many others.	• Use simplified methodology • Allow adequate time to reach consensus • Consider one of the computerized systems that are available • Define levels of consensus, i.e. a group does not have to agree entirely upon a decision but rather agree enough so the discussion can move forward • Make sure decision maker is committed to consensus	• Encourages compromise among different interests • Provides structured and trackable decision making • Focuses on solving problems with mutually satisfactory solutions • Can help avoid later conflicts	• Not appropriate for groups with no interest in compromise • Consensus may not be reached
FOCUS GROUPS Message testing forum with randomly selected members of target audience. Can also be used to obtain input on planning decisions	• Conduct at least two sessions for a given target • Use a skilled focus group facilitator to conduct the session	• Provides opportunity to test key messages prior to implementing program • Works best for select target audience	• Relatively expensive if conducted in focus group testing facility

Tools and Techniques	Always Think it Through	What Can Go Right	What Can Go Wrong
ADVISORY COMMITTEES A group of representative stakeholders assembled to provide public input to the planning process	• Define roles and responsibilities up front • Be forthcoming with information • Use a consistently credible process • Interview potential committee members in person before selection • Use third party facilitation • Make sure members communicate with their constituencies	• Provides for detailed analyses for project issues • Participants gain understanding of other perspectives, leading toward compromise	• General public may not embrace committee's recommendations • Members may not achieve consensus • Sponsor must accept need for give-and-take • Time and labor intensive
TASK FORCES A group of experts or representative stakeholders formed to develop a specific product or policy recommendation	• Obtain strong leadership in advance • Make sure membership has credibility with the public • Make sure members represent diverse perspectives and will be independent	• Findings of a task force of independent or diverse interests will have greater credibility • Provides constructive opportunity for compromise	• Task force may not come to consensus or results may be too general to be meaningful • Time and labor intensive
PANELS A group assembled to debate or provide input on specific issues	• Most appropriate to show different views to public • Panelists must be credible with public	• Provides opportunity to dispel misinformation • Can build credibility if all sides are represented • May create wanted media attention	• May create unwanted media attention • Can polarize issues if not conceived and moderated well
CITIZEN JURIES Small group of ordinary citizens empanelled to learn about an issue, cross examine witnesses, make a recommendation. Always non-binding with no legal standing	• Requires skilled moderator • Commissioning body must follow recommendations or explain why • Be clear about how results will be used	• Great opportunity to develop deep understanding of an issue • Public can identify with the "ordinary" citizens • Pinpoint fatal flaws or gauge public reaction	• Resource intensive
ROLE-PLAYING Participants act out characters in pre-defined situation followed by evaluation of the interaction	• Choose roles carefully. Ensure that all interests are represented. • People may need encouragement to play a role fully	• Allow people to take risk-free positions and view situation from other perspectives • Participants gain clearer understanding of issues	• People may not be able to actually achieve goal of seeing another's perspective

IAP2 Public Participaton Toolbox

Tools and Techniques	Always Think it Through	What Can Go Right	What Can Go Wrong
ELECTRONIC DEMOCRACY Internet, Websites, Televoting, On-line Dialogue, On-line Delivery of Government Services	• Carefully plan how information will be presented and how feedback will be used	• Facilitates interactive communication • Convenient	• Not accessible to everyone • Opportunity for manipulation/misinformation/incivility
SAMOAN CIRCLE Leaderless meeting that stimulates active participation	• Set room up with center table surrounded by concentric circles • Need microphones • Requires several people to record discussion	• Can be used with 10 to 500 people • Works best with controversial issues	• Dialogue can stall or become monopolized
OPEN SPACE TECHNOLOGY Participants offer topics and others participate according to interest	• Important to have a powerful theme or vision statement to generate topics • Need flexible facilities to accommodate numerous groups of different sizes • Groundrules and procedures must be carefully explained for success	• Provides structure for giving people opportunity and responsibility to create valuable product or experience • Includes immediate summary of discussion	• Most important issues could get lost in the shuffle • Can be difficult to get accurate reporting of results
WORKSHOPS An informal public meeting that may include a presentations and exhibits but ends with interactive working groups	• Know how you plan to use public input before the workshop • Conduct training in advance with small group facilitators. Each should receive a list of instructions, especially where procedures involve weighting/ranking of factors or criteria	• Excellent for discussions on criteria or analysis of alternatives • Fosters small group or one-to-one communication • Ability to draw on other team members to answer difficult questions • Builds credibility • Maximizes feedback obtained from participants • Fosters public ownership in solving the problem	• Hostile participants may resist what they perceive to be the "divide and conquer" strategy of breaking into small groups • Several small-group facilitators are necessary
FUTURE SEARCH CONFERENCE Focuses on the future of an organization, a network of people, or community	• Hire a facilitator experienced in this technique	• Can involve hundreds of people simultaneously in major organizational change decisions • Individuals are experts • Can lead to substantial changes across entire organization	• Logistically challenging • May be difficult to gain complete commitment from all stakeholders • 2 – 3 day meeting
DELIBERATIVE POLLING Measures informed opinion on an issue	• Do not expect or encourage participants to develop a shared view • Hire a facilitator experienced in this technique	• Can tell decision-makers what the public would think if they had more time and information • Exposure to different backgrounds, arguments, and views	• Resource intensive • Often held in conjunction with television companies • 2 – 3 day meeting