

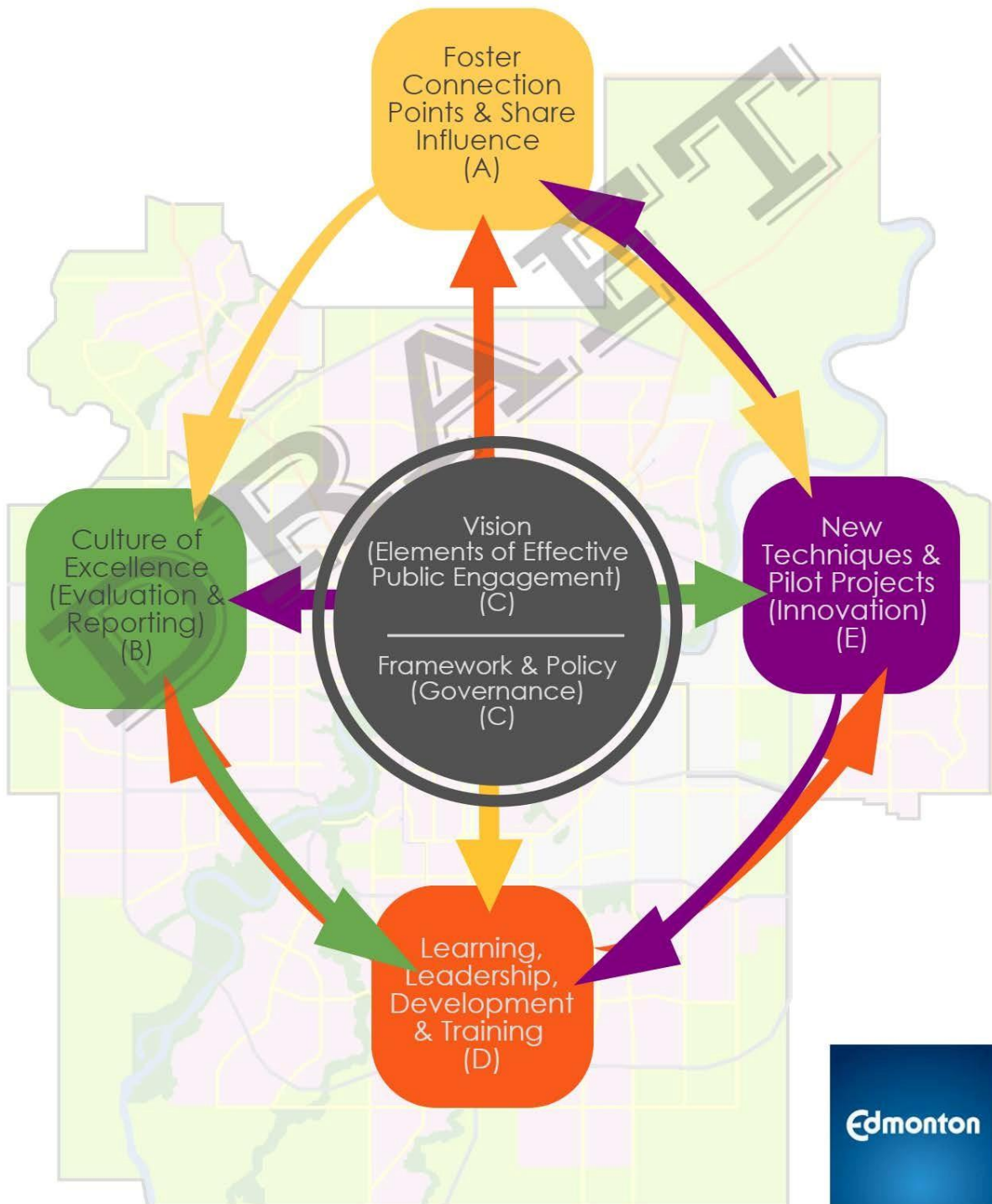
Council Initiative on Public Engagement

Strategic Areas of Focus & Working Groups

Edmonton

Council Initiative on Public Engagement

Strategic Areas of Focus



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INTRODUCTION

The Public Engagement Advisory Committee has been created to:

- ✓ Oversee and champion the implementation of a strategy to improve the City of Edmonton's public engagement;
- ✓ Identify issues of interest and relevance public engagement in the City of Edmonton;
- ✓ Establish and co-ordinate the work of specific working groups and involve others to implement a strategy to improve the City of Edmonton's public engagement;
- ✓ Assist in public engagement communication efforts.

In order to realize effective public engagement in the City of Edmonton, the Public Engagement Advisory Committee will use a collaborative, OneCity approach to oversee the development and implementation of the Council Initiative on Public Engagement strategic area actions plans and to be champions for the action plans.

The Public Engagement Advisory Committee will develop a Vision and Guiding Principles for public engagement in the City of Edmonton based on the elements of effective public engagement brought forward by citizens and staff during Phase 1 of the Council Initiative on Public Engagement.

For more information on the Council Initiative on Public Engagement, visit edmonton.ca/OpenEngagement

STRATEGIC AREAS

Community and City of Edmonton participants in Phase 1 of the Council Initiative on Public Engagement shared their wisdom and views on why public engagement matters and collectively defined the elements of effective public engagement. From here, City staff and community members came together again and discussed the obstacles to, and strategies for achieving, effective public engagement in Edmonton.

In mid-June, 2015 a final Phase 1 workshop was held. In this workshop, participants reviewed and analyzed and categorized results from the previous Council Initiative workshops and outreach events, recommendations from other City of Edmonton public engagement reviews, and public engagement best practices reports to create five strategic areas of focus included in this document. These five strategic areas provide a foundation for the working groups and Phase 2 of the Council Initiative on Public Engagement.

WORKING GROUPS

Working groups are being established to develop and implement action plans based on the five strategic areas. Each working group will:

- Consist of a Chair or Co-Chairs
- Include community members and City staff.
- Develop strategic priorities, 2015 Quick Wins & 2015/16 Action Plans for the respective strategic area of focus

COMMUNITY LEADERSHIP (Strategic Area A)

Expand, Diversify & Facilitate Community Involvement and Leadership in Public Engagement by Fostering Connection Points & Sharing Influence

Realizing effective public engagement in Edmonton includes defining consistent points of contact for engagement within the City (City liaisons) and building community capacity to connect with the City (Community connectors and/or Community ambassadors); it includes identifying the tools and contacts that will help the City expand who it connects with and identifying and coordinating engagement efforts/activities with the community to avoid community 'engagement fatigue'.

Improving public engagement in Edmonton also means acknowledging and optimizing existing relationships with the EFCL and member leagues.

Attaining effective public engagement in Edmonton includes developing tools and processes that genuinely share the ability to influence and shape our City and ensuring that everyone understands that sharing influence also means sharing responsibility.

WORKING GROUP

Community Co- Chair: Kirsten Goa

City Co-Chair: John Simmons

Lead Branch Manager: Lyall Brenneis

Members: Jodine Chase, Anne Harvey, Bev Zubot, Kevin Cooper, Dawit Issac, Frances Ann Ross, Howaida Hassan, Katie Hayes, Kyra Brown, Cheryl Clieff, Milena Laban, Marleen Kankkunen, Ian Smith

The following strategies and tactics were provided through over 30 workshops and other outreach events and through internal City of Edmonton public engagement reviews and by experts in the field of public engagement and City of Edmonton staff. Many of the following apply to more than one Strategic Area of Focus.

Community Leadership

- Community planning boards
- Deliberative democracy with ongoing representative group
- Establish an Independent Citizen Body or Commission
- Build a Guiding Coalition
- Community leadership
- Consider organized input – community council
- Public Involvement Citizens' Board for each Department
- Provide opportunities for in-depth public involvement by citizens (citizens help identify top priorities for involvement)
- Give citizens authority & responsibility to provide guidance on engagement in formal structure. i.e.) City of Portland Public Involvement Advisory Council - 35 organizations
- Council welcomes community into City Hall decisions/Advisory Committees
- Distributed leadership
- Facilitate citizen leadership
- City needs to let citizens have some ownership

- Support citizens to organize effectively
- Citizen accountability
- Establish a large-scale city-wide deliberative process for citizens on the top issue of the year, using both face-to-face and online involvement tools

Foster Connection Points

- Utilize community mapping tools for engaging to help find multiple points of access
- Create partnerships with communities of interest (e.g. multicultural health brokers)
- Build partnerships with service providers (multi-cult/aboriginal unit) (multicultural health brokers)
- Structure for ongoing communication with communities
- Revise CRC role so they are a pivotal point between community and city resources, departments and info
- Use trained community connectors/ CRCs
- Community ambassadors
- Ongoing consistent liaison staff for each neighbourhood who then advise their colleagues on how best to engage those

neighbourhoods – no more on-night stands

- Establish & maintain authentic public engagement relationships with communities through:
Understanding demographics & needs
Providing tools and resources
Identifying community connectors for effective outreach
- Create one stop for City resources for communities
 - (CRC's +)
 - City <—> Community
 - Build relationships with community & civil society
- Employ social-science methods drawn from marketing and social-network analysis to develop practical models of community social structures
- Ensure stakeholder and community contact lists used by Departments/Branches are inclusive and reflect updated demographic information
- Develop links and routinize communications with leaders of key social networks and stakeholder groups within communities.

- Rethink who and how to engage in/with particular communities – don't default to traditional reps
- Website on issues to work on in Edmonton
- Create a community strategy
- Tap the "street knowledge" of affected citizens and stakeholders through outreach efforts
- Ongoing opportunities-continuous, not on "our" agenda
- Building community's capacity to create ongoing connections / dialogue

Foster Connection Points – EFCL/Community League

- Redefine the City of Edmonton's relationship to the Edmonton Federation of Community Leagues
- Create collaborative relationships between city, EFCL and leagues
- Work with EFCL and community groups to identify priorities for in-depth engagement
- Ongoing City/League PE partnership guidelines
- Tap into League expertise
- Use Community Leagues as primary tool for PE

- Respect League, EFCL and resident input
- Leagues to be a respected partner in civic planning
- Assist Leagues with resources to effectively engage residents including money
- EFCL: leagues-wide resource and skill sharing
- More community league support from City

OTHER

- Communication and collaboration between community groups
- 3-way communication between Councillor, citizen, administration
- Perspective seeking
- Network community groups to understand and represent diversity
- Assess engagement & allow citizens to be part of the measuring
- Include broad responsibility for relationship building & engagement within project teams
- Expand knowledge to improve decisions (share info, communicate, create relationships, create more openness)
- Wide arrange of communication mediums

- Leverage online tools further

EVALUATION, REPORTING & RECOGNITION (Strategic Area B)

Create a Culture of Excellence & Accountability for Public Engagement through Improved Transparency, Measurement & Celebration

“A culture of excellence is based in an organization-wide sense of striving rather than settling and of enjoying the journey.”

www.sparkss.com/media/10709/

Achieving effective public engagement in Edmonton requires a willingness to do things differently and recognizing those who have the courage to take risks. It also requires establishing the reporting and evaluation mechanisms needed to benchmark, assess, share, promote and celebrate innovative public engagement work.

WORKING GROUP

Community Co- Chair: Gary Redmond

City Co-Chair: Jennifer Jennax

Lead Branch Manager: Brian Latte

Members: Dave Gajadhar, Stephanie Kowal, Karen Zypchyn, Charlene Butler, Carla Stolte, Lyndsay Ward, Stacey Audin, Aly Moorji, Audra Jones, Madeline Baldwin

The following strategies and tactics were provided through over 30 workshops and other outreach events and through internal City of Edmonton public engagement reviews and by experts in the field of public engagement and City of Edmonton staff. Many of the following apply to more than one Strategic Area of Focus.

Guidelines (metrics,

processes, methodology)

appropriate data-
collection methods

information (input)
collected

- Create departmental guidelines to support planning for the depth of public involvement to be used
- Develop departmental procedures to guide the development, review and approval of PIPS
- Create guidelines to support engagement planning
- Standards and metrics
- Regular review of progress and quality control measures
- Determine PE success indicators
- Create PE evaluation framework
- Consistent data collection methodologies
- Create a multi-year public involvement evaluation and performance measurement framework
- Determine key public involvement success indicators, identify procedures for choosing success criteria in consultation with citizens, and choose

- Create metrics for demonstrating to citizens the likelihood citizen contributions will influence
- Establish sunset clauses or other terms or conditions that lead to a mandatory process review for projects
- Create reporting tools and templates for sharing knowledge corporate-wide
- Need system or process to evaluate external consultants
- Establish statements of acceptable behaviours
- Rigorous data analysis
- Implement an annual report card on public involvement
- Follow up assessment and evaluation
- Implement an Annual Public Engagement Report Card and Citizen Engagement performance measures

Share Learning

- Share info between departments
- Create a central databank for

- Enable internal PE information sharing, tracking and institutional memory
- Appoint a staff member who would coordinate evaluation efforts in the Department with the Office of Public Engagement (share learning corporately)
- Network of knowledge

Awards

- Create an Award for staff excellence in PE
- With the Office of Public Engagement and the Centre for Public Involvement, establish an award of excellence in public involvement for engineers or engineering students
- Propose a workgroup or team be awarded on a corporate-wide basis for their accomplishments in public involvement (City Manager's award)
- Value and recognize excellence in engagement
- Celebrate successes
- Celebrate the achievements
- Measure & reward excellence in PE

- Host a corporate-wide annual meeting on evaluation methods and results from the preceding year

Job Descriptions

- Ensure all public involvement responsibilities are included in job descriptions and performance evaluations
- Add PE priorities, skills and outcomes in job descriptions

Evaluation success

- Communicate success measures in public involvement, learning opportunities, and ways to participate
- Review the role of the Office of Public Engagement, including corporate-wide evaluation in the Office's mandate

Elements of Success

- Common understanding of goals and objectives
- Appropriate scale of engagement
- Transparency in process
- Engagement plan should be flexible
- Clear goals and timelines
- Define scope and objectives
- Time – no artificial deadlines – willing to extend when needed
- Engagement to be customized and appropriate
- Be prepared to backtrack
- Be nimble – adjust process
- Clarity: information, process, intention
- Feedback on process
- Define success of engagement

- Communicate success indicators in public involvement

Innovation

- Leadership needs to support PE innovation
- Leadership support
- Clear direction from leaders
- Broaden our tolerance for “risk”
- Cyclical renewal and re-evaluation
- Understand fear that staff/ participants can have in the implementation of new approaches

Excellence Culture

- Create a culture and practice of PE Excellence
- Internalized culture of excellence in PE
- Develop engagement values and standards of excellence

VISION, POLICY & FRAMEWORK (Strategic Area C)

Create Organizational Foundations that Support, Inspire & Guide Effective Public Engagement as One City & Open City

❖ Note: The Public Engagement Advisory Committee will create the Vision and Guiding Principles

Community and City leadership is critical to the realization of effective public engagement in the City of Edmonton. Leadership will crystallize a shared vision and the guiding principles for effective public engagement.

Community and City leadership hold the authority to create and support structures and policies that support the vision and principles of effective public engagement.

The City of Edmonton is guided by the leadership principle of One City. We are One City. We have a shared vision. We are collaborative and integrated. We communicate and share information. We are transparent. Many voices make the whole (diversity and uniqueness makes up the city – it is not about sameness).

The City of Edmonton is also guided by the concept of a OneCity workplace. OneCity Workplace is a concept that uses technology to give employees authorized access to information, communication, and collaboration, anywhere and anytime.

Citizens, civil society and the City of Edmonton are one city.

WORKING GROUP

Community Co- Chair: Kemoh Mansaray

City Co-Chair: Cory Segin

Lead Branch Manager: David Booth

Members: Fred Mitchell, John Wilson, Lori Solon, Mack Male, Miranda Jimmy, Yvonne Chen, Jack Stuempel, David Dodge, Lara Arjan

The following strategies and tactics were provided through over 30 workshops and other outreach events and through internal City of Edmonton public engagement reviews and by experts in the field of public engagement and City of Edmonton staff. Many of the following apply to more than one Strategic Area of Focus.

Framework/Structure

- Develop new public involvement standards that are specific to the context of Departments/Branches
- Specify priorities for public involvement by creating departmental guidelines to support developing internal capacity
- Develop departmental procedures to guide the development, review and approval of PIPS

Framework/Structure Continued:

- One City approach
- Ensure that one or more staff members are available within the department to provide leadership on involvement/have authority to review and alter scopes of PIPs
- Unify approach used for PE
- Increase budget for engagement activities
- Enough staff and other resources to do the work
- Utilize the right people to engage
- Role clarity – appropriate skill sets for activity
- Hire a cadre of staff who will specialize and support public involvement throughout the Branches
- Add engagement skills to job description & performance expectations
- Review and update job descriptions and ensure that duties in public involvement are assessed as part of performance

Policy

- Open City “Buy-in” of all departments
- Management support/approval

- Develop and communicate a charter of roles, rights and responsibilities for planning
- Ensure clear accountability as defined in the City of Edmonton’s Administrative Procedure A1448
- Clear on roles (CL, City, developer, citizen, Council)
- Leaders accept terms of engagement
- Clarity of purpose
- Be clear why engaging public
- Set expectations of influence
- Accountability = for and from everyone
- Rules of engagement
- Transparency of what was said
- Accountability for process
- Accountability and feedback systems and channels
- Facilitate accountability by giving participants decisions and or by giving decision-makers chances to respond
- Develop a clear PE Policy
- Build and prototype policy with citizens
- Revise City’s current public engagement policy based on public feedback

- Revised City of Edmonton PE policies and practices
- Policy should not always dictate – allow action
- Clear direction from Administration, stating specifically how public input will be used

OTHER

- Political leadership
- Involvement of decision makers
- Allocate resources to identify and remove systemic barriers to participation Engage
- City staff
- Create opportunities to disseminate examples of closing the loop to administrators and staff in other City of Edmonton departments.
- Make it clear that engagement is a cross-sector priority (government, NGO, community)
- Communicate the broader context and reasons why people might want to participate, going beyond the specific policy decision to the bigger picture
- Use opportunities such as post-election City Council orientation sessions to ensure information is shared regarding key public involvement events

LEARNING & TRAINING (Strategic Area D)

Improve Public Engagement Knowledge & Capacity through Learning, Leadership Development, Skill Building & Training (City and citizen)

In order to achieve effective public engagement in Edmonton citizens and City of Edmonton staff need to be provided with opportunities to think about what excellence in public engagement looks like and opportunities to develop skills that will enable them to create effective public engagement.

Learning is found in traditional training offerings and through sharing information and stories of what has worked and what has not worked. Sharing of information and learning should occur in ways that are broadly accessible and that empower citizens, civil society and City staff. Learning, training, leadership development and skill building includes exploring a range of opportunities for citizens, civil society and City staff to share ideas and learn new skills.

WORKING GROUP

Community Co -Chair: Dave Trautman

City Co-Chair: Jane Purvis

Lead Branch Manager: Peter Ohm

Members: Masood Makarechian, Oluseyi Taiwo Fasoranti, Gord Stewart, Joleen Mazurat, Adriana Prato, Zane Hamm, Rhea Oliver, Carrie Malloy, Davey Sleno

The following strategies and tactics were provided through over 30 workshops and other outreach events and through internal City of Edmonton public engagement reviews and by experts in the field of public engagement and City of Edmonton staff. Many of the following apply to more than one Strategic Area of Focus.

Community Learning

- Training and assistance needs to be provided to League executive members
- Citizen responsibility for education and involvement
- Educate on public engagement and importance to public
- Public education on how PE works
- Establish Civic Education programs such as Citizens Academies
- Develop PE learning opportunities for citizens
- Offer learning opportunities to citizens
- Provide more educational opportunities & be more transparent - @how the City works, services, ways to participate (formal & informal) Increase
- civic literacy and civic education through such methods as citizen academies
- Develop learning tools/resources to support sustained citizen understanding & involvement in PE
- Build capacity for learning to support participation

- Build capacity of citizens & City staff to engage effectively
- Educated public (as part of the process)

Facilitation/Mediation Skills

- Effective facilitation
- Skilled mediator/facilitator
- Expand pool of trained facilitators proactively (not project based)
- Strong neutral facilitation

Staff Learning

- Staff training & skills to do engagement
- City set Staff up for success
- Create training/mentorship program for staff on public consultation
- Create a public involvement learning plan for each department
- Develop a department campaign to educate and train staff in the principles and practices of public involvement
- This can include formal training on public consultation, "mock" consultations and shadowing/observing
- Consider sending delegates to the annual meeting of IAP2, to share

learning and accomplishments from the previous year

- Provide intercultural training to all City staff and managers.
- Offer leadership training to project managers to support excellence in public engagement
- Build capacity of citizens & City staff to engage effectively
- Create learning opportunities, a system-wide learning plan, and a learning culture

Events/Networking

- 'Ted Talk' seminars on issues – EFCL, City leg, Section
- Establish a community of practice (COP) with the purpose of collegially sharing experience and knowledge in public involvement

OTHER

- Support organizational learning
- Support training in public involvement for engineering/planning/ other students
- Learning through post project engagement

TOOLS, TECHNIQUES & PRACTICES (Strategic Area E)

Expand & Diversify Public Engagement Tools & Techniques. Pilot Innovative Public Engagement Processes

Effective public engagement requires:

- ❖ City staff and citizens to utilize a broad and innovative range of public engagement tools, tactics and techniques beyond the standard Open House.
- ❖ Development and testing of new ways to engage with citizens – including bringing the community to the table and beginning before any plans have been created; and
- ❖ Developing ideas and effective engagement processes through a cycle of research, gathering evidence, and testing new ways to engage.

There is a need to review project/initiative guidelines and procedures to enable effective public engagement (some considerations are: longer lead times for engagement, feasibility of sunset clauses for some planning projects, better project hand-off/project team composition, and break silos to enhance coordination and allow integrated delivery)

In order to expand our capacity to deliver in-depth and innovative projects, the City must pursue new approaches for projects in the strategy and concept phases (when it's difficult to attract people), and deeper participation by using tools like deliberative democracy and participatory budgeting. The City should also consider developing procedures to enable or encourage use of representative sample methods such as citizen juries or panels.

It is also important that we review and update the existing Public Involvement Plan template to consider how to:

- ❖ Add flexibility to respond to conditions and unforeseen events;
- ❖ Incorporate community input, review, and approval of the plans;
- ❖ Add clarity to how we define scope, goals, stakeholders/participants;
- ❖ Encourage the use of a broader range of engagement tools, and the practice of talking to participants more often and earlier in processes.

WORKING GROUP

Community Co-Chair: Cheryl Whiskeyjack

City Co-Chair: Michelle Chalifoux

Lead Branch Manager: Jason Meliefste

Members: Anika Muhammad, Natalie Lazurko, Nathan Stelmach, Bill Deipeveen, Catherine Kloczkowski, Cory Segin, Emily Ball, Fiona Cavanagh, Julia Burrill, Yvonne Chen, Colleen Weremczuk, Deanne Patsula, Kathryn Lennon, Svetlana Pavlenko, Terry Godwaldt, Marco Melfi, Howard Lawrence, Carla Stolte.

The following strategies and tactics were provided through over 30 workshops and other outreach events and through internal City of Edmonton public engagement reviews and by experts in the field of public engagement and City of Edmonton staff. Many of the following apply to more than one Strategic Area of Focus.

Communication - Process

- Develop effective communication processes
- Standardized communication protocols
- Clear communication of process
- Sufficient background information
- Mechanism for communicating decisions and justification
- Utilize / implement a variety of community platforms to communicate effectively to reduce barriers

Communication – Tools/Techniques

- Kill jargon - use graphics
- Use graphics to support complex processes
- Visual Communications Initiative (collaboration with technical staff and graphic artists)
- Use plain language
- Develop & use plain language
- Use and promote the Project Stage Indicator for Public Involvement
- Way-finding: Develop an input continuum to

support awareness and feedback

- Develop a system for clear, consistent and transparent communication about public engagement
- *Open data portal
- *City dashboard
- *Free flow of information
- Online portal to share comprehensive up-to-date information on projects and policies
- Communication with Community Leagues

Communication – Timing/Reporting

- Communication back. After
- Adopt the widely acknowledged best practice of analyzing what citizens contributed, how this did or did not influence decision-making and policy, and the reasons
- As staff and contractors to report on how citizen contributions from public involvement activities were used, why or why not
- Feedback along the way – know what is happening with input
- Reporting back to community
- Close the loop with staff

- Timeliness of feedback
- Someone responsible for follow up
- Timely, two-way communication
- Timely communication (too early too late)
- Keep community informed

Engagement Process - Attitude

- Treat citizens as partners, not customers
- Start with relationships (trust, respect) (roles, responsibility)
- Process of mutual respect
- Recognize community expertise and local knowledge
- Encourage both progressive and conservative visions
- Authentic engagement
- Collaborative vs. the adversarial process that exists

Engagement Process – Involve community early

- Coordinate “startup” meeting with the community
- Early involvement of public
- Consult early, consult often (at various stages)
- Early engagement

- Develop and test new, creative and innovative means to engage citizens in the strategy and concept phases

Engagement Process – Collaborate with community

- City, communities agree on how to engage
- Agreement on purpose
- Involve people in setting terms, frame of PE
- Engage Citizens with design of process
- Stakeholders involved in process design
- Involve citizens in the visionary elements of the City of Edmonton's planning
- Collaboratively determine PE approach - Start at the beginning of planning
- Meaningful participation – ability to influence
- Real opportunity to impact decisions
- No preconceived plans
- Outcomes not pre-determined
- City create conditions to exercise their (citizens) right to meaningful participation
- Early collaboration before decisions are made

- No pre-determined answer/solution
- Early engagement with cocktail napkin level concepts
- Timing – involve people from the beginning
- Timing – have conversation before decision is made
- Invite new ideas, new info, and wisdom of the community
- Proposals rather than pre-determined decisions
- Utilize a two-way process

Expand Community Involvement (Inclusion)

- Projects are led by an inclusive committee
- Create demographic data resources and a geo-spatial map for the purpose of identifying networks of citizens who are least likely to participate in a public involvement initiative
- Be ambitious about inclusion
- Increase the capacity of staff to appreciate, understand and address systemic barriers to participation.
- Greater effort to reach the unengaged
- Capture oral cultures - unique manner of collecting data/info
- Minimize barriers to participation

- Accessibility – other languages, closed caption
- Make it easy to attend meetings – transport, babysitting
- Increased chances to participate
- Understanding audience needs (literacy, communication styles)
- Make engagement accessible (food, childcare, various times, transportation)
- Remove barriers (food, babysitting, time of day)
- Improve safety
- Going out to the community
- Activities for youth
- Create a safe space free of racism, inclusive of shy or unconfident people
- Must be comfortable (needs met) before have extra energy to engage
- Create a safe space without isolating voices
- Need to get down where people are in their environment
- Anticipating barriers and remove them
- Go to where the people are
- Create a welcoming environment
- Design with diversity/intercultural lens

- Silent, negative voices must be included
- Provide incentives
- Know your audience/community
- Inclusion through multiple methods
- Identify and pursue unknown stakeholders
- Default = all processes resourced to level the playing field (e.g. child care)
- Go to the people. Not just service providers

Engagement Process – Plan carefully

- Clear vision and purpose for engagement
- Clearly identified goals
- Defined goals and targets
- Define decision making process
- Clarify scope
- Guidelines on how much is enough
- Involve people over time; cycles of involvement Road map – engagement occurs along the way Continue
- engagement during implementation
- Provide opportunity for education and context-setting
- Manage expectations for outcome and process
- Have a transparent decision making process

- Multiple methods of engagement
- Maximize opportunity for participation
- Accountability – how will/was info be used?
- Strategic pre-planning is vital
- Manage expectations
- Have City people with knowledge & authority to rethink & reconsider as part of PE process

Engagement Process – Planning Tools

- Update Involving Edmonton
- Review the current Public Involvement Plan (PIP) to include an additional set of lines identifying stakeholders informed or consulted, and justifying the potential coverage of affected citizens
- Develop a procedure for determining when and how to use citizen juries, citizen panels, or other representative sample methods of involving the public
- Develop a public involvement process for reviewing new capital projects (to stimulate new roles for citizens in shaping the project) Routinize the best practice of returning to the public to clarify or confirm staff

understanding of citizen contributions.

Engagement Process – Sufficient time/resources

- Patience – effective PE takes time
- Process is ongoing
- Sufficient time to engage

Engagement Tools

- Use right engagement tools for situation
- Wide variety of engagement (not just social media)
- Develop a digital engagement strategy
- Create & maintain a citizens' app
- Common framework
- Strong neutral facilitation
- Create a citizen panel for clear communication

Engagement Techniques

- Intercept engagement where people are/have time – “we come to you”
- Find out where citizens are already assembled (online, face-to-face) and tap into those settings
- Create more welcoming places to engage
- Having city “experts” at the table Use
- diverse engagement tools and techniques
- Assemble people in new settings and in ways that make further assembly and

- reassembly more likely
- Time for discussion, conversations, sharing
- Allow active participation
- Listen vs. inform
- Provide an atmosphere for genuine listening and structured engagement/ feedback
- Active listening
- Provide more opportunities for in-depth participation (e.g. Citizen Panels)
- Multiple channels – workshops, social media, online
- Multiple ways of providing feedback
- Encourage staff to use alternate or additional and complementary approaches to open houses (to reach diverse perspectives).
- Encourage a wider range of public involvement approaches and tools
- Identify projects that would benefit from a designated staff or team to remain with those projects over the entire project lifecycle.
- Use different method to engage
- Utilize two-way dialogue
- Constructive dialogue

- Permit City staff to take off their City-hat off

OTHER

- Process that delivers public confidence in decision-making
- Discussion between public, stakeholders, City
- Commitment to this process from everyone (City, stakeholders, citizen, applicant, general public, developers, partners)
- Apply principles of stakeholder collaboration (a balanced approach/process) to encourage changes in bureaucratic processes
- Educated public (as part of the process)
- Consider accommodation for impacted communities and individuals when pursuing the public good
- Communicate with all appropriately