



# ENGAGEMENT AND COMMUNICATION

October 5, 2021



# WELCOME FROM CITY COUNCIL

“Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has.”

Margaret Mead



# TOPICS FOR THIS PUBLIC SERIES

- Overall
  - Overview of the role of local government for citizens and organizations
- September 15 – recording on city website
  - What the city can and can't do
- September 28 - recording on city website
  - Understanding roles in the city
- October 5 - today
  - Engagement in local government
- October 20
  - City finance



Please ask questions or  
make comments as we go.  
Raise your hand or put  
question in the chat box



# SESSION DECORUM

## Working Together in an Online Environment

- Online is not ideal – some extra grace and patience is requested
- Listen and respect different ideas and diverging opinions. This is where much of the value lies
- Individuals who share inappropriate comments or content will be asked once to refrain. If the behaviour continues, the individual will be removed from the session.
- The session is being recorded for posting to the City's website



# OUR TIME TOGETHER

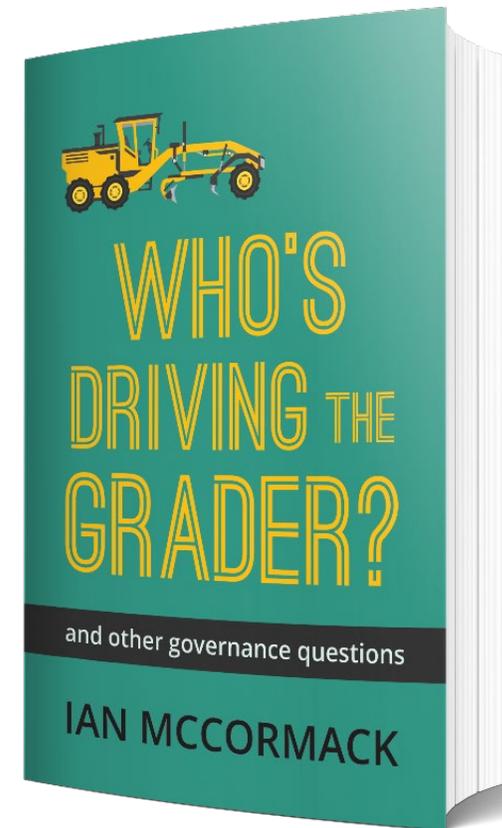
- This is your time
- This is not a lecture; it's more of a seminar – add your thoughts where you like
- There are lots of routes up the mountain of great governance
- Everyone brings something to their community, whether public, elected or appointed. That's the best team.
  - You want each other to be successful for the citizens, businesses, and organizations in Stratford
- Disagree with opinions or interpretations if you like



# CONVERSATION FACILITATOR

Ian McCormack, CMC

- President of Strategic Steps Inc.
- Operates in the space between elected and appointed officials
- Called in to assist with topics associated with good governance
  - Orientations
  - Strategic Planning
  - Governance, Organizational and Code of Conduct Reviews
- Author and speaker
  - Governance Voice column in *Municipal Voice (SUMA)*
  - *Who's Driving the Grader* published in 2020
  - Book on the aptitudes of the best mayors coming out this winter



# MARIA DEBRUIJN, MA

Emerge Solutions, Inc.

- CEO of Emerge Solutions. Inc.
- Focused on integrating engagement to support decision-making processes
- Works with local government, not for profits and communities
- Instructor at the University of Alberta
  - *Communications and Technology Graduate program*
  - *National Advanced Certificate in Local Authority Administration*
  - *Social Media Citation*
- Contributor to *Municipal World Insider*



# QUESTIONS FROM LAST SESSION



# ANY FOLLOW-UP TO DO?

- Session one dealt with what the city can and can't do.
- Session two dealt with role clarity for council, councillor, mayor, administration
  - Relevant legislation – Act, Bylaws, Policy
  - Governance vs Administration
  - Principles



# HIGH-LEVEL ENGAGEMENT



# REQUIREMENT TO COMMUNICATE

## Mandatory to Voluntary

- Mandatory communication
  - Set out in provincial legislation like the *Planning Act*
- Voluntary communication
  - Up to the city to decide



# ENGAGEMENT IN STRATFORD'S PLANS

Excerpt from City Strategic Priorities 2018-2022

## **Strengthening our Plans, Strategies, and Partnerships**

Partnering with the community to make plans for our collective priorities in arts, culture, heritage, and more. Communicating clearly with the public around our plans and activities.

### **More fulsome communication**

- Community engagement to develop a Corporate Communication Plan
- Targeted community outreach
- Determining engagement platforms and tools
- A finished external and internal website refresh

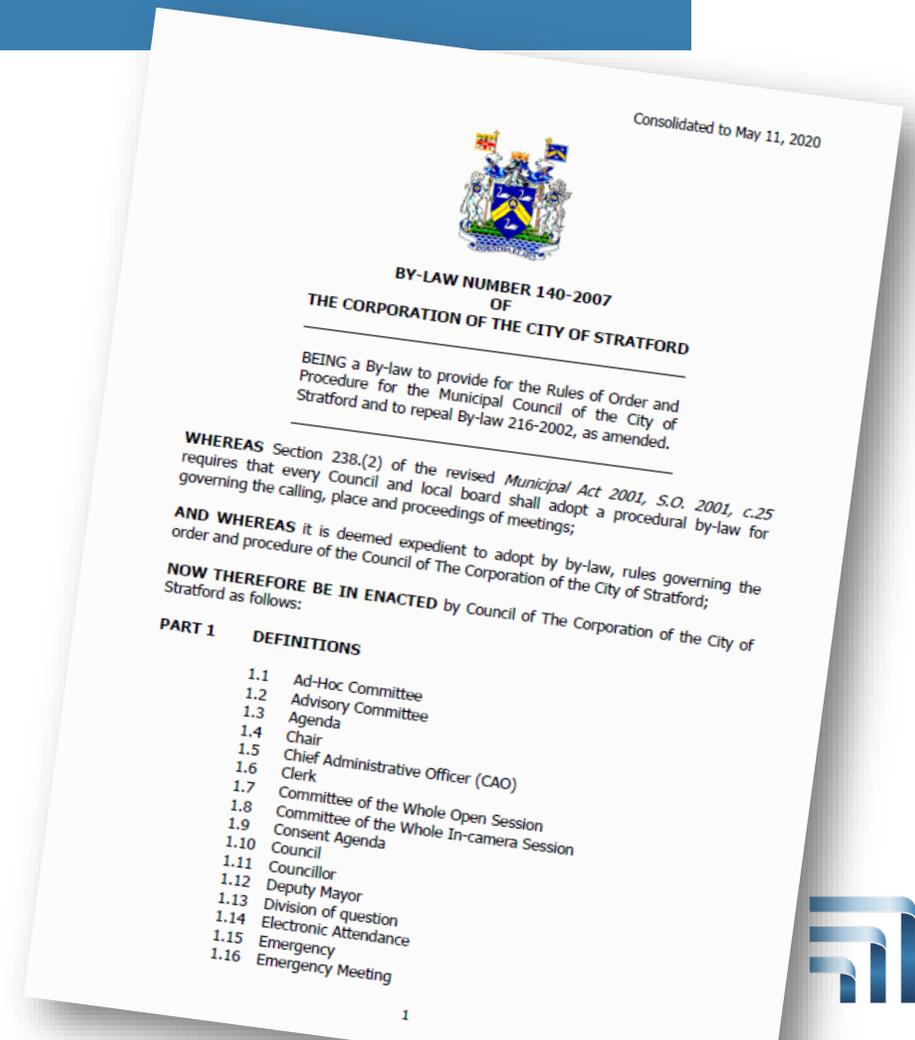


# FORMALLY ENGAGING WITH THE CITY

## From Procedure Bylaw

- **PART 15 COMMUNICATIONS – PETITIONS**

- 15.1 Presentation – information – legibly written – signed
- 15.2 Material – distribute to Council – prohibited – unless authorized 5.3 Listed – in Orders of the Day
- 15.4 Language – obscene – defamatory – prohibited
- 15.5 Letters – received by CAO
- 15.6 Consent Agenda – preparation – by Clerk
- 15.7 Consent Agenda – consideration of item – motion



# PUBLIC PARTICIPATION POLICIES

## Clear Expectations

- City can act predictably, and allows staff to understand expectations.
- Sets standards for public participation
- This example policy is based on principles:
  - Shared responsibility and commitment
  - Transparency and accountability
  - Inclusivity and accessibility
  - Appropriateness and responsiveness
  - Evaluation and continuous improvement



### CITY OF ST. ALBERT CITY COUNCIL POLICY

NUMBER	TITLE
<b>C-CAO-20</b>	<b>Public Participation</b>
ORIGINAL APPROVAL DATE	DATE LAST REVISED
March 20, 2017	January 21, 2019

#### Purpose

To provide direction to Administration on how to involve stakeholders in providing input into decisions that affect the community.



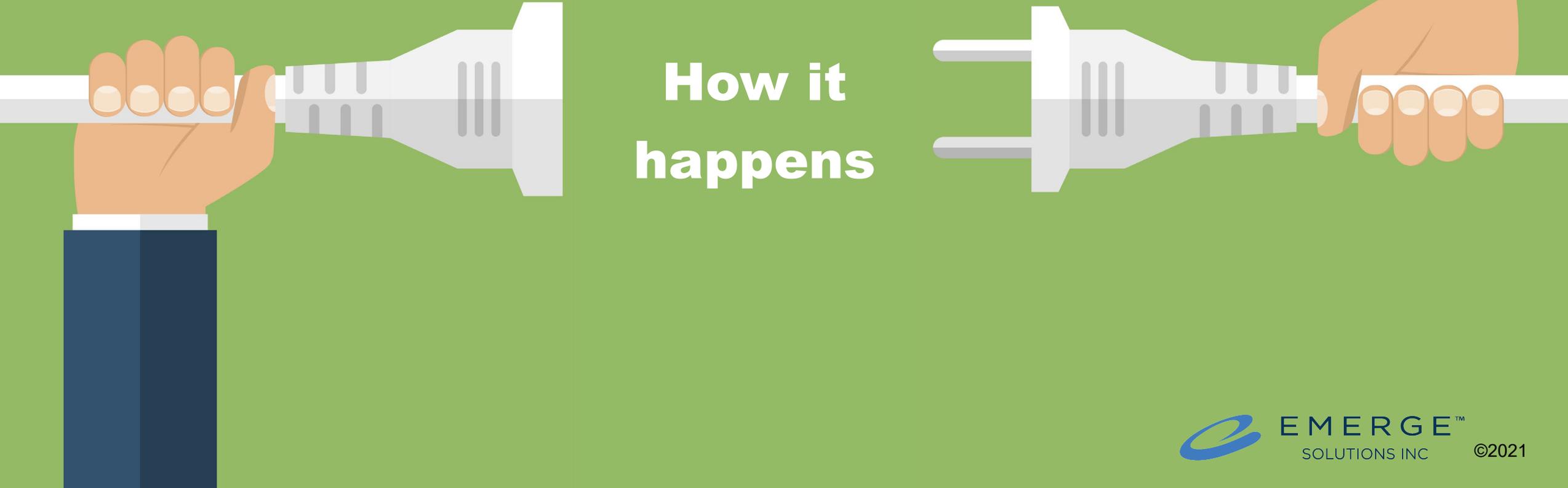
# CALLING IN THE EXPERT



# ROLE OF ENGAGEMENT

What it looks like

How it  
happens





# TRUST

**Three  
in four (73%)**

Canadians express  
satisfaction with  
democracy in Canada.

**Nearly nine  
in ten (87%)**

also express respect  
for the political institutions  
of Canada.

# TRUST

In **2018**, the percentage of Canadians that trusted their community Mayor would 'do what is right for their community' was **52%**.

In **2021**, it sits at **37%**.



UNIVERSITY OF  
FLORIDA



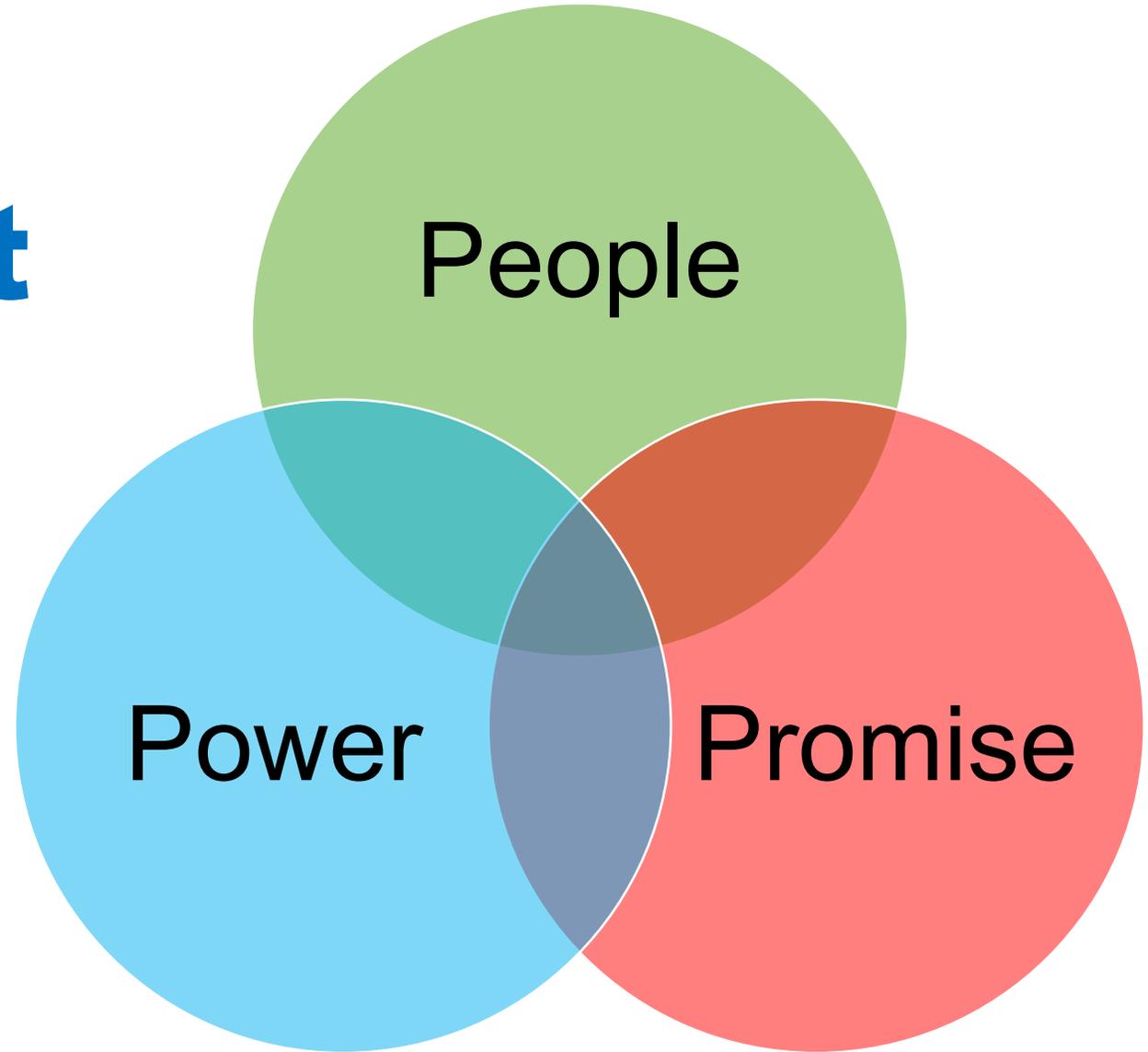
What are some ways that you've engaged?

**WHAT WORKED WELL?**

**What could have been improved?**



# Public Engagement



# PEOPLE

**Municipality**



**Citizens**

# PEOPLE

## GOVERNMENT

- linear model
- hierarchy
- formal institutions and procedures
- representation of citizens through election
- domination through rules or compliance activities may be required to ensure universal acceptance of a decision

## GOVERNANCE

- network model
- multi-layer
- evolving and ongoing processes
- power is dispersed
- acceptance of and support for decisions by all players arises out of wide participation in earlier debate

# PEOPLE

Bring to the table a desire to:

- **Build inclusive environments**
- **Bridge differences**
- **Communicate**



# PEOPLE



## CORE VALUES

IAP2 Federation's Core Values for Public Participation professionals define the expectations and aspirations of the public participation process. Processes based on the Core Values have been shown to be the most successful and respected.

**1** Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.

**2** Public participation includes the promise that the public's contribution will influence the decision.

**3** Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision-makers.

**4** Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.

**5** Public participation seeks input from participants in designing how they participate.

**6** Public participation provides participants with the information they need to participate in a meaningful way.

**7** Public participation communicates to participants how their input affected the decision.



## Mission Statement

To provide services to support a sustainable, caring community with exceptional quality of life.

## Vision Statement

A vibrant city, leading the way in community-driven excellence.

### The City of Stratford Values

#### Integrity

To be fair, transparent, and hold the public's best interests in all decision making

#### Respect

To recognize and consider all perspectives and recognize the value of all input

#### Caring

To show genuine interest in the well-being of everyone in the community and to demonstrate compassion in our work

#### Progress

To be innovative and proactive by thinking and acting beyond our current state and embracing new ideas

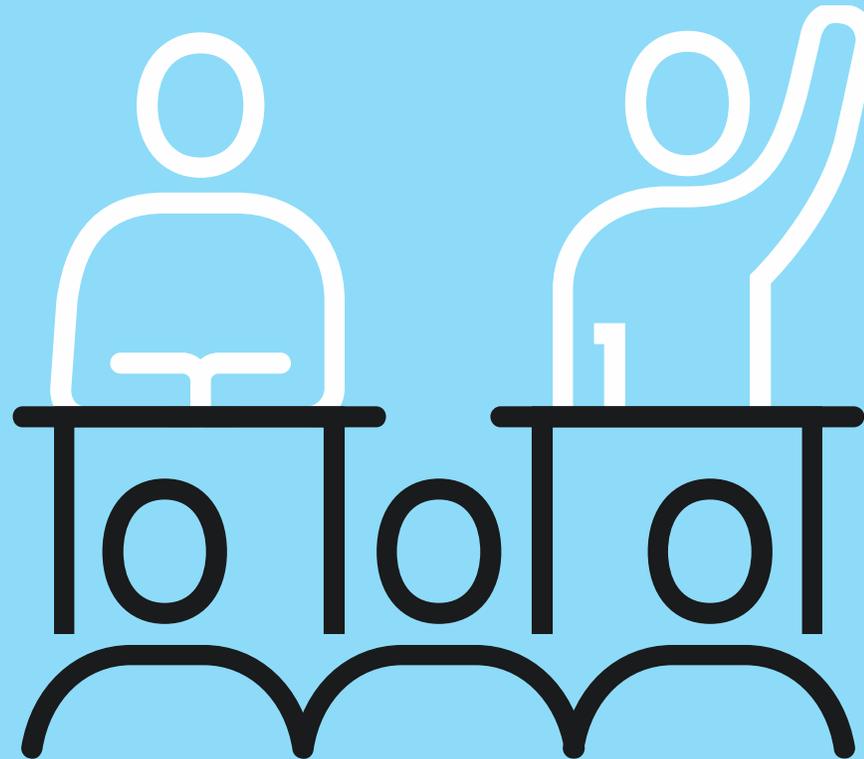
#### Collaboration

To seek community partnership and work together toward a common goal



# POWER

- Representative democracy
- Decision-making process
- Influence



Bring to the table a desire to:

- **Creatively solve problems**
- **Make quality decisions in a timely way**
- **Focus on outcomes**

# POWER

## IAP2 Spectrum of Public Participation



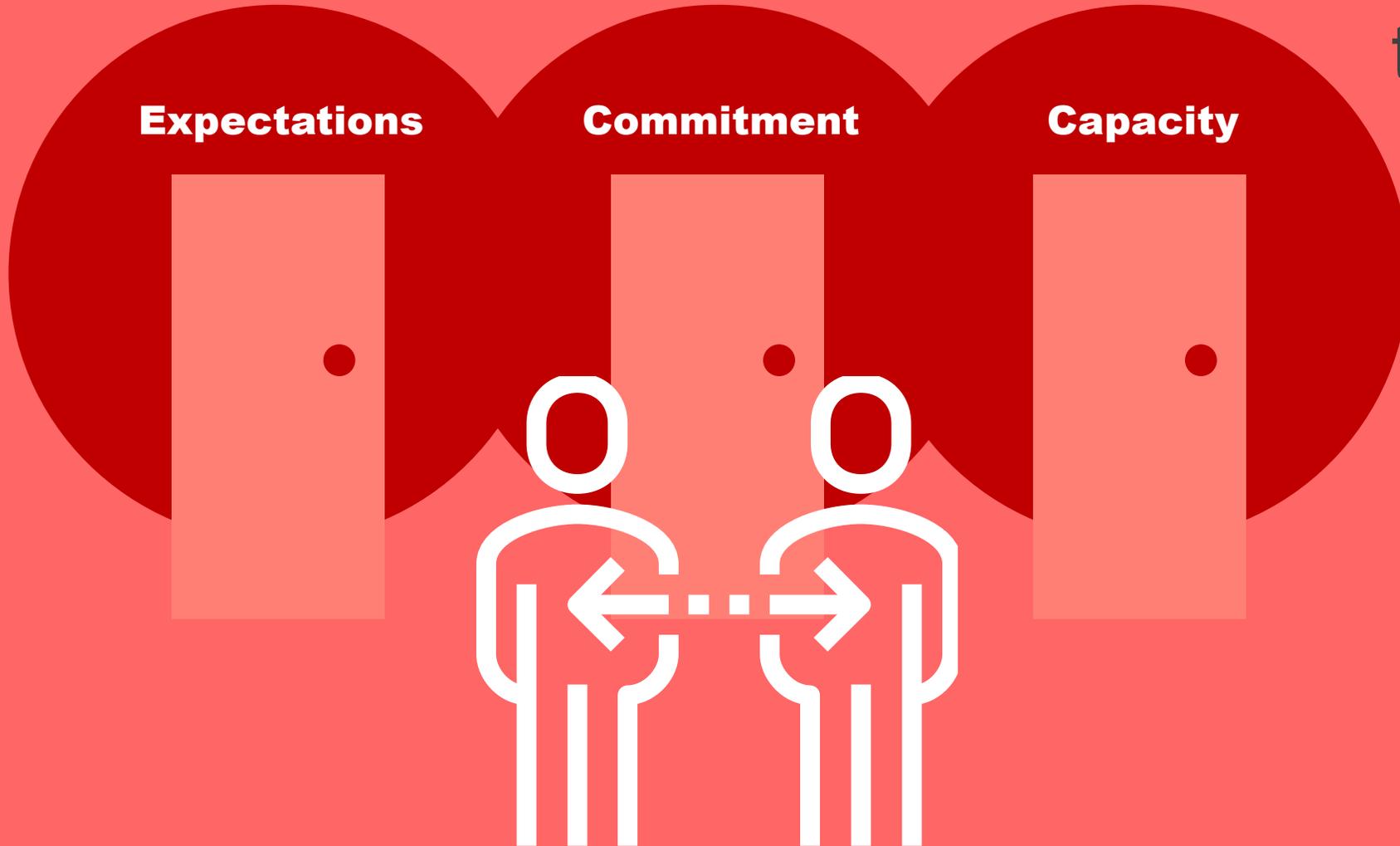
IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION

	<b>INFORM</b>	<b>CONSULT</b>	<b>INVOLVE</b>	<b>COLLABORATE</b>	<b>EMPOWER</b>
<b>PUBLIC PARTICIPATION GOAL</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
<b>PROMISE TO THE PUBLIC</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	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.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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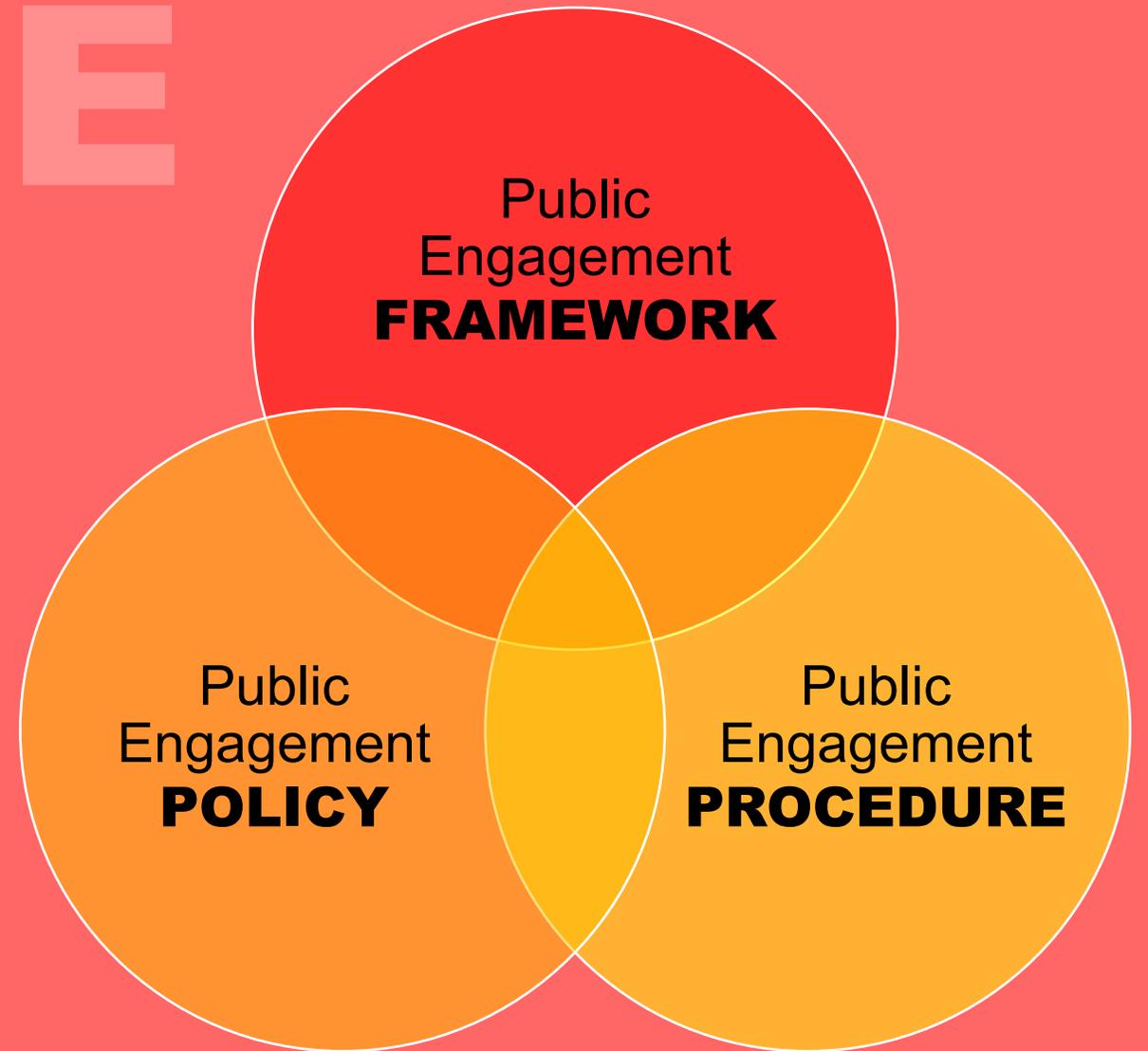
# PROMISE



Bring to the table a desire to:

- **Adapt**
- **Be open-minded**
- **Show courage**

# PROMISE



# TRUST



# Where to from here?

What do we want  
engagement to look like  
in our community?  
**OUR VISION**

What standards are  
important to us?  
**OUR VALUES**

How do we want to  
engage with each  
other?  
**OUR PRINCIPLES**

What will  
we offer?  
**OUR  
COMMITMENTS**

What do we  
expect from  
each other?  
**OUR  
RESPONSIBILITIES**

How will  
we engage?  
**OUR  
PRACTICES**

## Creating the Path Forward Together

NEXT TIME



# NEXT TIME WE MEET

## Finance

- Topics for our next time together – October 20
  - Budget and Finance – where the money comes from; where it goes.
- Review of today
  - What worked for you?
  - What needs to change?
  - What would bring you the most value?



THANK YOU  
FOR YOUR  
ONGOING  
INTEREST IN  
YOUR  
COMMUNITY



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