








INDEX OF COMMUNITY ENGAGEMENT TECHNIQUES

Organized by engagement level:
Inform, Consult, Involve, Collaborate, Empower.



COMMUNITY ENGAGEMENT CONTINUUM

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
					
GOAL	To provide stakeholders with balanced and objective information to assist them in understanding the problem, alternatives and solutions.	To obtain stakeholder feedback on analysis, alternatives and/or decisions.	To work directly with stakeholders throughout the process to ensure that their concerns and aspirations are consistently understood.	To partner with stakeholders in each aspect of the decision from development to solution.	Shared leadership of community-led projects with final decision-making at the community level.
STYLE	"Here's what's happening."	"Here are some options, what do you think?"	"Here's a problem, what ideas do you have?"	"Let's work together to solve this problem."	"You care about this issue and are leading an initiative, how can we support you?"

Adapted from the IAP2 Public Participation Spectrum

INDEX OF COMMUNITY ENGAGEMENT TECHNIQUES

Technique	Description	Considerations
INFORM		
Website	<ul style="list-style-type: none"> • General information • Fact sheets • Downloadable resources, articles, papers, etc. • Photo galleries • Registration forms • Repository for meeting minutes, strategies, etc. 	<ul style="list-style-type: none"> • Website address should always be clearly visible on all project materials • Ensure website is kept up to date regularly and at key project milestones – out of date content will deter people from visiting again • Highlight key milestone or project highlights clearly on homepage • Consider Accessibility – See: City of Peterborough Guide to Accessible Documents
General Information Channels	<ul style="list-style-type: none"> • Email • 1800 Phone Line • Voicemail commenting 	<ul style="list-style-type: none"> • Contact your IT Department or telephone service provider to set up a dedicated 1800 project line and ensure a voicemail is available to collect missed calls. • Be clear on hours of operation of phone line and target response times for each method (i.e. all phone and email inquiries must be responded to within 48hours) • Include details of the information lines and hours of operation on all project collateral and other internal communication material • Ensure adequate staffing is in place, and a system is in place when staff are absent
Videos	<ul style="list-style-type: none"> • Digital video 	<ul style="list-style-type: none"> • Digital video is one of the leading ways to drive online engagement <ul style="list-style-type: none"> ○ Website pages with video content attract more users and increase length of time spent on page ○ People are more likely to click on an email containing a video

		<ul style="list-style-type: none"> • Great tool to convey messages quickly and succinctly • Consider using a video to launch an engagement activity, encourage participation, update a community about a project's progress or inform community about a consultation's outcomes • Videos should be short (under 5 mins) and include a variety of presentation styles, images, intro/outros and most importantly, they should be entertaining! • Add closed captioning to ensure accessibility – as a bonus, this also helps with increased view times
<p>Infographics</p> <p>Useful tool to create Infographics: https://piktochart.com/</p>	<ul style="list-style-type: none"> • A visual image such as a chart or diagram used to represent information or data 	<ul style="list-style-type: none"> • Infographics should be visually engaging and contain subject matter and data that is appealing to your target audience • Great tool to simplify complicated or complex information (40% of people respond better to visual information compared to text) • Fun and easy way to learn about a topic or issue without heavy reading (high quality infographics are 30 times more likely to be read than text articles) • Useful for documenting progress and reporting back during engagement process
<p>Social Media</p> <p>Useful Resource:</p> <ul style="list-style-type: none"> • The Value of Social Networking in Community Engagement https://www.atsdr.cdc.gov/communityengagement/pdf/pce_report_c 	<ul style="list-style-type: none"> • Facebook • Twitter • LinkedIn • Instagram • Snapchat • Pinterest 	<ul style="list-style-type: none"> • Social media is a great way to communicate with participants who are not able to make it to an event or consultation in person • Social media meets people where they are and widens the net in terms of who you reach – a great tool to discover new audiences within the community. • Don't do it all. Choose relevant social media tools based on your target audience and capacity to maintain the channel. Quality over quantity is key. • Use the Rule of Thirds when posting – 1/3 of content promotes you/your project; 1/3 shares relevant content of others; 1/3 should be engaging and interacting with others.

<p>hapter 6 shef.pdf)</p>		<ul style="list-style-type: none"> • Use visuals to inspire higher interaction and engagement rates (images uploaded to Facebook get 5X the interaction and engagement rates than posted links and tweets with images see double the re-tweet rates)
<p>Advertising and Media Coverage</p>	<ul style="list-style-type: none"> • Advertisements – paid ads on radio, newspapers, TV or online • Earned media – free media through press releases, news conferences, media packages or letters to the editor 	<ul style="list-style-type: none"> • Consider using a mix of paid advertising and unpaid earned media • Ensure your messaging is targeted to your audience and you’re using suitable media outlets for your audience segment • Engaging visuals of your project will be beneficial. Ensure you have good photos available or arrange a photo opportunity for the media outlet’s photographer • For radio, a short, engaging sound-bite is generally required • Decide who your media spokesperson will be and ensure that they are appropriately trained. • Releases have a better chance of being picked up if they contain a strong hook or element of excitement or risk
<p>Printed Collateral</p> <p>Useful tool to create beautiful designs for free: Canva - https://www.canva.com/</p>	<ul style="list-style-type: none"> • Newsletters • Letters • Posters • Fact Sheets • Brochures • Reports 	<ul style="list-style-type: none"> • Key stages in the production of print collateral include drafting content, graphic design, printing and distribution • Within each stage build in time for internal and external approvals • Timelines and cost can vary depending on complexity of project • When drafting content, consider readers’ level of project knowledge and understanding of overall scope and context of the project <ul style="list-style-type: none"> ○ Tip: Include a Project Background section that outlines the 5 W’s and H as well as a project timeline. • Consider distribution – direct mail, letterbox drop, addressed or unaddressed mail, web, etc. • Print extra quantities to hand out in person at events or for requests • Consider Accessibility - See: City of Peterborough Guide to Accessible Documents

<p>Presentations/Live Streaming</p> <p>Useful blog showcasing Top 5 Free Tools for Live Streaming events: http://blog.capterra.com/free-live-stream-tools-event/</p>	<ul style="list-style-type: none"> • Informational presentations within community that can be leveraged through live-streaming. 	<ul style="list-style-type: none"> • Presentations can be an effective way to disseminate information to a large group of people • Some key tips when preparing a presentation: <ul style="list-style-type: none"> ○ Set the tone right away - Do you want your presentations to be a 'one-way' or a 'two-way' street? ○ Consider using nametags so that you can call people by name directly ○ Don't use slides as a crutch – people have taken the time to come and hear you speak, so don't relay information in a way that would have been better suited for someone to read. Be engaging and use slides to portray key messages, include visuals and videos where possible. ○ Be personable – don't speak down to people or in language they won't understand. Treat your audience as fellow citizens and show them that you value the time they've taken to engage with you. • Consider live-streaming or video recording your presentation so that it can be accessed without having to show up in person, or after the fact.
<p>Expert Panel</p>	<ul style="list-style-type: none"> • Expert panels are engaged when highly specialized input and opinion is required for a project. • Generally, a variety of experts are engaged based on various fields of expertise to debate and discuss various courses of action and make recommendations. 	<ul style="list-style-type: none"> • Allow citizens to hear a variety of informed (expert) viewpoints from which to decide on recommendations or courses of action in relation to an issue or proposal. • Often used when an issue is highly complex and contentious and decisions are likely to have possible legal ramifications or where the best possible results (based on expertise) are required. • Useful where conflict exists to provide opinions which may have more credibility, and hence may assist in resolving the conflict.
<p>Displays/Exhibits</p>	<ul style="list-style-type: none"> • A community event intended to provide project information and raise awareness about particular issues. 	<ul style="list-style-type: none"> • Bringing the project to public spaces is a good way of involving people who wouldn't normally engage or turn up to a public meeting. • Consider staffing these display locations during certain times.

	<ul style="list-style-type: none"> • Set up at relevant public locations (e.g. libraries, ward or electorate offices, shopping centres, community festivals, etc.) 	<ul style="list-style-type: none"> • Consider whether the community will be able to provide feedback, get involved or find out more information at these displays. • Displays can be interactive, and can be used as part of a forum, workshop, exhibition, conference or other event. • An interactive display will encourage more interest (e.g. touchscreen kiosk, internet café, 3D model/s or digital fly-through). • Interactive displays can include ‘post-it’ ideas boards, maps for people to make their most and least favourite buildings or spaces, and flip charts or blank posters for comments and questions. • Displays and exhibits can include feedback opportunities such as blank sheets with one-line questions, and can include drawings, models, posters, or other visual and audio representations relevant to community issues and interests.
<p>Site visits/Tours</p>	<ul style="list-style-type: none"> • Opening up a project venue for the public to visit 	<ul style="list-style-type: none"> • Works well for large infrastructure projects (e.g. a dam, busway, lightrail) that have a defined area. • Add fun! Consider combining it with an event like ‘family day’ or a ‘BBQ’ • Opportunity to link with other similar or local projects of interest to the community • Gives the community a chance to see the project ‘in action’ and feel involved. • Could be supported by a range of project material on display, and some promotional items to hand out to the public (e.g. pens, hats, water bottles, etc.) Ideally, the promotional items should link in with the project (i.e. water bottles for a clean water project). • Consider offering ‘guided tours’ of the site where attendees can ask questions • Can help to create a sense of openness and transparency around the project

<p>Public Meetings</p>	<ul style="list-style-type: none"> • A meeting is a coming together of people for a specific purpose. The meeting can involve a large number of people, or a smaller (under 10) number of people who focus on a specific problem or purpose. • Meetings generally have a facilitator who encourages two-way communication, and a recorder who records suggestions and issues that are revealed at the meeting. 	<ul style="list-style-type: none"> • Public meetings should be used as part of a series of engagement events, rather than a stand-alone technique. When used in conjunction with other methods, they can be a valuable way of sharing information and demonstrating openness and transparency. • Provides an opportunity to relay information, explain processes and gather feedback with a large number of people. • Can be a good opportunity for people within the community to meet each other and network • Large groups and traditional formats may be intimidating for some people and can limit audience participation. Consider incorporating smaller group discussions. • Public meetings provide a good focal point for media interest in an event, and photos can provide a visual indicator of levels of interest and the range of people who attended. • Public meetings are often the springboard for a movement or for the establishment of a common-interest group which will continue to act on the issues raised and suggestions made. • Note that the audience is likely not representative and attendance levels can be low unless people feel deeply connected to the issue and/or make the time to attend. • Ensure the meeting place is accessible
<p>CONSULT</p>		
<p>Polls</p> <p>Useful online polling tools:</p>	<ul style="list-style-type: none"> • Online polls allows anonymous visitors to click on a choice from a list of options and track the responses. • Results are shared once the person has clicked on a choice, or they can be shown without having to vote. 	<ul style="list-style-type: none"> • Online polls are a fast and easy way to take the pulse of the public about topics of interest. • Polling can be used to gauge support for a municipal initiative or for lighter topics like getting to know an audience or voting on meeting locations

<ul style="list-style-type: none"> • Doodle - https://doodle.com/polling-tool • Poll Everywhere – https://www.poll-everywhere.com/ 		<ul style="list-style-type: none"> • Polling allows a certain level of anonymity which can help break down barriers for people who are weary of sharing their opinion openly or in front of a group • Polling can also be done in real time – during an open house or public meeting – or can be integrated into an email or featured on your website.
<p>Voting</p>	<ul style="list-style-type: none"> • Voting offers the community the opportunity to decide or have influence on a decision from a list of pre-determined choices. 	<ul style="list-style-type: none"> • Be sure your voters are informed – provide a backgrounder with key facts, resources, project timeline and any other information that one would need to know to make an educated decision. • Voting can be done in person, by mail or online. • Be clear about the influence the vote will have on the outcome of the project.
<p>Surveys</p> <p>Useful online survey tools:</p> <ul style="list-style-type: none"> • Survey Monkey • Typeform • Google Forms 	<ul style="list-style-type: none"> • A survey is a structured form or questionnaire distributed to a relevant population group within the community. Surveys are used to gather data, assess needs, gain feedback, and/or collect community opinions. • The five main types of surveys include: <ul style="list-style-type: none"> ○ Web-based ○ Telephone ○ Mail out ○ In person interviews ○ Hand out surveys 	<ul style="list-style-type: none"> • Surveys are used to gauge the level of public information about an issue and provide a ‘snapshot’ of attitudes and ideas at a particular time. • They can be used to determine community attitudes or target a particular group. • Surveys may be carried out in a number of ways depending on the purpose, scope, and stakeholders involved. • Key tips: <ul style="list-style-type: none"> ○ Keep it simple ○ Avoid leading and ambiguous questions ○ Balance open vs closed questions ○ Give time - Allow enough time to gather a sufficient number and variety of responses ○ Provide options to opt out or clarify - Proposed answers may not be relevant to all respondents. When using lists, offer the option to select and clarify “Other”

<p>Interviews</p>	<ul style="list-style-type: none"> • Interviews are usually defined as a conversation with a purpose. <ul style="list-style-type: none"> • Face to face • Telephone • Focus Groups (See below) 	<ul style="list-style-type: none"> • Using an interview is one of the best ways to have an accurate and thorough communication of ideas between you and the person from whom you're gathering information. • Can be very helpful when you need information about assumptions and perceptions of activities in your community. • Consider suitability of approach before moving ahead, interviews may not make sense if: <ul style="list-style-type: none"> ○ Your project is dealing with a large population and interviews would be time-consuming and expensive ○ The type of information you are collecting is numerical ○ Respondents are unwilling to cooperate • Carefully consider the questions you ask, avoid questions that: <ul style="list-style-type: none"> ○ Put the interviewee in the defensive ○ Look for two answers in the same question ○ Are too long, too involved or too intricate • Record or take notes during the interview – Put quotation marks around the person's actual words, and don't embellish their quotes.
<p>Focus Groups</p>	<ul style="list-style-type: none"> • A focus group has a well framed topic and involves a small group of 6 to 10 people that fit a set of criteria. The goal is to learn about people's opinions on the topic that help the host plan future actions. It should be guided by a trained facilitator/leader. 	<ul style="list-style-type: none"> • A good technique to find out what issues are of most concern for a community or group when little or no information is available. • Questions posed should be those that participants have, or should have, some knowledge about. • A smaller group allows you to dive deeper into a conversation than you could in a large group. It also allows you to see the conversation - body movements, facial expressions, interactions - providing context missed in other engagement techniques • Begin with open ended questions but also allows for iterative engagement (asking follow up questions based on responses). The following examples may be a helpful guide to phrasing your questions: <ul style="list-style-type: none"> ○ What do you think about...?

		<ul style="list-style-type: none"> ○ What are the pros and cons of...? ○ What would you change about...? ○ What would make you want to...? ○ What bothers you most about...? ○ Would you prefer this or that... How come? <ul style="list-style-type: none"> ● The issues that emerge from the focus group may be developed into a questionnaire or other form of survey to verify the findings ● Relatively inexpensive, focus groups can provide fairly dependable data within a short time frame.
Online Forums	<ul style="list-style-type: none"> ● An online forum is part of a website where expression of viewpoints and discussion can take place in the form of electronic postings. ● Online forums are open to postings for a set period of time: hours, days, weeks, months or indefinitely. ● An administrator has the ability to add, edit or remove content. ● The administrator can create the topic of the online forum or can allow individual users to create it. 	<ul style="list-style-type: none"> ● An online forum is useful for generating interest and feedback from the public over a period of time and does not require the same amount of physical investment as a public forum. ● An online forum is accessible at any time of the day and therefore may appeal to regular Internet users because it does not require planning to participate. ● The forum can be open to anyone and can be anonymous, or only to members who sign up with a special username. ● Make it easy to participate - Use multiple entry points. (email, newsletters, intranet, posters) ● Welcome and encourage new users by making them feel comfortable and ensure they know how to use the technology ● Ask questions that matter - Asking questions using actionable language is recognized as a good way of generating discussion.
Online Commenting	<ul style="list-style-type: none"> ● Offering the opportunity to comment on online ● This could be integrated into the release of information, stories, materials, blogs, announcements, etc. 	<ul style="list-style-type: none"> ● Ensure you have the ability to approve comments before they are published to avoid any spam or offensive language. ● While filtering out inappropriate comments is important, remain open to a diversity of perspectives reflected in comments and do not filter based on which ideas you might agree more with than others – remain as objective as possible.

		<ul style="list-style-type: none"> Engage with the comments – when a new comment is received, respond to it in a timely manner so people feel that they’ve been heard.
<p>Social Media Listening</p> <p>Useful tools for social monitoring:</p> <ul style="list-style-type: none"> - TweetChat - Hootsuite 	<ul style="list-style-type: none"> Social media listening, also known as social media monitoring, is the process of identifying and assessing what is being said about a particular company/organization, individual, topic, product or brand on the Internet. 	<ul style="list-style-type: none"> Find out where your potential and current audience carry out conversations or share their opinions Define what the goals and scope (topic area, organization name, particular issue) are for your social media listening will be <ul style="list-style-type: none"> Wanting to identify influencers? Looking for opportunities to delight or assist your community? Watching a specific hashtag or phrase? Offers a great insight into the natural conversation that is surrounding the topic you are interested in and provides opportunity to get involved Where monitoring looks at social mentions and/or actions, the act of ‘listening’ requires analysis and reflection - watch for patterns, track sentiment and draw conclusions based on where and when conversations happen.
<p>Social Media Discussion/Town halls</p>	<ul style="list-style-type: none"> Convening a group online using social media platforms to engage around questions, ideas and/or solutions related to a particular issue. Conversations are typically posted and followed through a hashtag (#) in order to keep the dialogue specific to that event. 	<ul style="list-style-type: none"> Town hall’s are unique from regular messaging and posting since specific issues and topics are addressed by the main parties involved. The concerned public can directly delve on related issues and get straight answers from the group or individual. Good tool to show citizens that you aim to connect with them in places outside the walls of your government building. Some tips: <ul style="list-style-type: none"> Prepare some tweets in advance – make it easy to share and link to relevant resources or websites Don’t be too wordy – leave room for re-tweets

		<ul style="list-style-type: none"> ○ Have both government and non-government participants hosting ○ Use a social monitoring tool to stay on top of the tweets coming in (e.g. TweetChat) ○ Have an offline alternative for people who are not on Twitter ○ Store the conversation online where it is accessible for others to read or reference
Workshops	<ul style="list-style-type: none"> ● A workshop involves a group of people who meet to work through an issue and/or develop solutions. Workshops may be formally or informally structured to disseminate information about a particular topic and provide a forum for group discussion. ● To make workshops more interactive, they typically involve larger, as well as smaller group exercises. ● Workshops may take place over a two hour period or last an entire day and are usually facilitated by one or more trained facilitators 	<ul style="list-style-type: none"> ● Workshops generate discussion and broader thinking regarding an issue or topic. They also provide a forum through which participants can genuinely be involved in identifying and solving particular issues. ● Workshops may involve a small number of people (e.g., 10-12) or a larger number of people (e.g., 30-40). ● Workshops that have more than forty participants may be difficult to manage and may create challenges for participants to actively engage in workshop activities and exercises. ● If the workshop is intended as a community event focusing on a community issue, the selection of participants should be determined by knowledge, expertise or by selecting a cross-section of views. Alternatively, workshops can be organized to target particular groups (e.g. young people, or women).
Door-to-door	<ul style="list-style-type: none"> ● In person outreach whereby individuals are engaged at their doorstep 	<ul style="list-style-type: none"> ● Can be used as a 'check in' with residents to gain a better understanding of their needs, priorities or thoughts on a particular issue or initiative. ● A nice way to re-establish, create or strengthen social connection within the community. ● Removes barriers for people who would normally not go out of their way to participate in the conversation ● Schedule door knocking shifts in 2-3 hour blocks

		<ul style="list-style-type: none"> • Consider the timing – visit households at different times throughout the day to increase chances of reaching them • Have dedicated resources and partners in place to respond to cultural and language needs of individuals/families
Kitchen table talks	<ul style="list-style-type: none"> • A kitchen table talk is a small, informal meeting that takes place in someone's home or a local cafe. Kitchen table discussion groups are often used in conjunction with other methods as part of a wider community engagement process. 	<ul style="list-style-type: none"> • During the meeting, participants discuss issues related to a broader project or topic. They may be provided with a guide or set of questions from interest groups or local governments, but there is no formal agenda for the meeting. • The aim of kitchen table talks are to enable dialogue within the community, that is informal and relaxed. • Kitchen table discussions aim to build and deepen a sense of community and explore the range of opinions on an issue. It fosters community organizing and can stimulate and nurture public debate.
Open houses/pop ups	<ul style="list-style-type: none"> • Open houses or Pop up engagement is a style of engagement in which organizers simply pop-up a booth or table in a busy public location, perhaps in conjunction with another event, and offer simple and fun ways for people to learn about the project and have their say. • Open houses provide information, a forum for understanding people's concerns and discussing issues, as well as opportunities for follow up or feedback. 	<ul style="list-style-type: none"> • Bringing the project to public spaces is a good way of involving people who wouldn't normally engage or turn up to a public meeting and allows people to contribute or obtain information at their own convenience. • Host pop ups at different times throughout the week to ensure a variety of people can participate • There is typically project staff on hand to chat with people, project materials, fun activities for visitors to do, refreshments, and other inexpensive ways to slow people down and draw them in.
Comment boxes	<ul style="list-style-type: none"> • Comment boxes can be placed in strategic locations within a community, or leveraged online. 	<ul style="list-style-type: none"> • Use clear, concise and simple language to outline what types of comments you are hoping to receive • If using a comment box online, think about the location of your comment box – for general comments, make it easy to find (e.g.

	<ul style="list-style-type: none"> • They provide opportunities for community members to voice their opinion around a particular topic or provide more general feedback. 	<p>homepage, or pop up) if your comment box is specific to a certain issue place it in a relevant location relevant to the individual's interest (e.g. specific page about the issue; adding it to the bottom of a related article or post)</p>
INVOLVE		
<p>Crowdsourcing ideas/ideation</p> <p>Useful resource: Crowdsourcing for Dummies Cheat Sheet http://www.dummies.com/business/start-a-business/crowdsourcing-for-dummies-cheat-sheet/</p>	<ul style="list-style-type: none"> • Crowdsourcing is a type of participative online activity in which an individual, an institution, a nonprofit organization, or company with varying skills, experiences and perspectives utilizes a group of people for the voluntary undertaking of a task. 	<ul style="list-style-type: none"> • Allows you to obtain ideas or services from a large group of people quickly. • Great way to engage your community and provide the opportunity to network, hear fresh ideas and problem-solve together. • Managing a large group of expectations and ideas all at once can be difficult so be clear and specific in outlining your purpose, timeline and the outcome you're hoping to achieve. • Build a relationship with the crowd to identify those who are invested. Get to know the people who actually care about your issue or initiative.
<p>Community Mapping</p>	<ul style="list-style-type: none"> • Community Mapping is a participatory process that enables citizens to map the social, ecological and economic assets, along with historical events of their community. It is a useful way for initiating dialogue and planning in a community. • Mapping is an accessible and graphic way to learn about people's perceptions of a place and can be useful in the visioning process. 	<ul style="list-style-type: none"> • The method can be used to document certain aspects, strengths or weaknesses, or locations of services within a community, neighbourhood or municipality. • It is useful to break a large group into smaller circles of 3-6 people. • With the use of a blown-up map of the municipality, or large blank pieces of paper, participants can use different coloured markers to locate various things on the map. • The small group maps can eventually be integrated into a larger, collaborative map. • This method is interactive and fun, and can also be used successfully with children and youth.

<p>Digital Storytelling</p>	<ul style="list-style-type: none"> • Digital storytelling is a relatively new term which describes the practice of everyday people who use digital tools to tell their 'story'. Digital stories are multimedia movies that combine photographs, video, sound, music, text, and often a narrative voice. 	<ul style="list-style-type: none"> • Digital Storytelling has been used by community change organizations to empower community members, educate stakeholders and the public, and as a way to evaluate change • The process of creating a digital story is usually interactive. Community members are invited to a workshop-like setting and a facilitator takes them through the process of creating their digital story. • Participants are invited to bring photographs, clips and/or music to help tell their story. • The facilitator guides participants through the principles of a story, such as setting the context, building to a climax, sharing lessons learned, etc. • The process from the participants' experience can be very empowering. They have the opportunity to work with people who have similar experiences, are provided a process to work through emotions, and are given a voice and a platform for sharing.
<p>Design Charrette</p> <p>Useful resources:</p> <ul style="list-style-type: none"> - Effective Engagement: Design Charrettes - http://www.dse.vic.gov.au/effectiv e-engagement/tool kit/tool-design-charrettes 	<ul style="list-style-type: none"> • A charrette is an intensive planning session where citizens, designers and others collaborate on a vision for development. It provides a forum for ideas and offers the unique advantage of giving immediate feedback to the designers. More importantly, it allows everyone who participates to be a mutual author of the plan. 	<ul style="list-style-type: none"> • Charrettes are organized to encourage the participation of all. That includes everyone who is interested in the making of a development: the developer, business interests, government officials, interested residents, and activists. • The charrette is located near the project site. The team of design experts and consultants sets up a full working office, complete with drafting equipment, supplies, computers, copy machines, fax machines, and telephones. Formal and informal meetings are held throughout the event and updates to the plan are presented periodically. • Through brainstorming and design activity, many goals are accomplished during the charrette. <ul style="list-style-type: none"> ○ First, everyone who has a stake in the project develops a vested interest in the ultimate vision.

<p>- Engage; Don't Rage: Use a Design Charrette to Negotiate Your Next Development Proposal - https://www.planetizen.com/node/68464</p>		<ul style="list-style-type: none"> ○ Second, the design team works together to produce a set of finished documents that address all aspects of design. ○ Third, since the input of all the players is gathered at one event, it is possible to avoid the prolonged discussions that typically delay conventional planning projects. ○ Finally, the finished result is produced more efficiently and cost-effectively because the process is collaborative. ● Ultimately, the purpose of the charrette is to give all the participants enough information to make good decisions during the planning process.
<p>Mind Mapping</p> <p>Useful resource: wikiHow to Make a Mind Map http://www.wikihow.com/Make-a-Mind-Map</p>	<ul style="list-style-type: none"> ● A mind map is a diagram used to visually organize information. A mind map is hierarchical and shows relationships among pieces of the whole. It is often created around a single concept, drawn as an image in the center of a blank page, to which associated representations of ideas such as images, words and parts of words are added. Major ideas are connected directly to the central concept, and other ideas branch out from those. 	<ul style="list-style-type: none"> ● Mind maps can be a useful tool to: <ul style="list-style-type: none"> ○ Create things and devise approaches for handling issues ○ Capture information that's directly relevant to a topic so you can compress large amounts of information ○ Help you easily consume information and then use it ○ Communicate ideas ● Mind maps can use words, symbols and pictures and should include be done with at least three different colours
<p>Most Significant Change (MSC)</p>	<ul style="list-style-type: none"> ● The most significant change (MSC) technique is a form of participatory monitoring and evaluation. It is participatory because many project stakeholders are involved both in deciding the sorts of change to be 	<ul style="list-style-type: none"> ● MSC is not just about collecting and reporting stories but about having processes to learn from these stories – in particular, to learn about the similarities and differences in what different groups and individuals value. ● Provides some information about impact and unintended impact but is primarily about clarifying the values held by different stakeholders.

	<p>recorded and in analyzing the data. It is a form of monitoring because it occurs throughout the program cycle and provides information to help people manage the program. It contributes to evaluation because it provides data on impact and outcomes that can be used to help assess the performance of the program as a whole.</p> <ul style="list-style-type: none"> • Essentially, the process involves the collection of significant change stories emanating from the field level, and the systematic selection of the most significant of these stories by panels of designated stakeholders or staff. The designated staff and stakeholders are initially involved by ‘searching’ for project impact. Once changes have been captured, various people sit down together, read the stories aloud and have regular and often in-depth discussions about the value of these reported changes. • When the technique is implemented successfully, whole teams of people begin to focus their attention on program impact. 	<ul style="list-style-type: none"> • By itself it is not sufficient, as it does not provide information about the usual experience but about the extremes. • MSC can be very helpful in explaining HOW change comes about (processes and causal mechanisms) and WHEN (in what situations and contexts). • Best used in initiatives that are complex and produce diverse and emergent outcomes.
Visioning	<ul style="list-style-type: none"> • Visioning is a participatory tool that brings citizens and stakeholders 	<ul style="list-style-type: none"> • Visioning is typically done at the beginning step of any planning process at all levels.

	<p>together and is used to assist a group of stakeholders in developing a shared vision of the future. By asking the group where they are now and where they can realistically expect to be in the future, you can develop a vision together.</p> <ul style="list-style-type: none"> • The goal of visioning is to develop written and visualized statements of a community's long term goals and strategic objectives. 	<ul style="list-style-type: none"> • Visioning can be used in: <ul style="list-style-type: none"> ○ Activity planning - What will be the end result of the activity? ○ Organizational change - What kind of organization do we want? How will it be structured? How will effectiveness be improved? ○ Formulating an overarching development vision or strategy • The outcome of a visioning exercise is a long term plan, generally with a 20-30 year horizon. • Visioning exercises also provide a frame for a strategy for the achievement of the vision. • Alternatively, some visioning tools may be used to promote thought and encourage discussion of future land use and planning options, without the need to create a future orientated document.
<p>Scenario Testing</p>	<ul style="list-style-type: none"> • Scenario testing is a way of developing alternative futures based on different combinations of assumptions, facts and trends, and areas where more understanding is needed for your particular scenario project. • They are called 'scenarios' because they are like 'scenes' in the theatre – a series of differing views or presentations of the same general topic. Once you see several scenarios at the same time, you better understand your options or possibilities. 	<ul style="list-style-type: none"> • 'Scenario testing's greatest use is in developing an understanding of the situation, rather than trying to predict the future' (Caldwell, 2001). • Generally, scenario testing would deliver three scenarios: a positive (or optimistic), negative (or pessimistic), and neutral (or middle-of-the-road) scenario. By actively using 'scenarios', several concerns and outcomes can be addressed at the same time. • Participants are able to: <ul style="list-style-type: none"> ○ Identify general, broad, driving forces, which are applicable to all scenarios. ○ Identify a variety of plausible trends within each issue or trend (trends that vary depending on your assumptions so you get positive and negative perspectives). ○ Combine the trends so you get a series of scenarios (for example, mostly positive trends identified in relation to an issue would give a positive scenario).

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Citizens' panels	<ul style="list-style-type: none"> A Citizens' Panel involves ongoing panels of around 1,000 to 2,000 people who are representative of the local community. The participants of the panel are surveyed several times a year by mail, telephone or online. 	<ul style="list-style-type: none"> A Citizens' Panel aims to be a representative, consultative body of local residents. Participants are usually recruited through random sampling as well as other means to ensure recruitment includes socially excluded and hard to reach groups. It is important to be clear at the recruitment stage about what is expected of each Panel member, and what their membership is likely to consist of in terms of type of contact and time commitment to the process. This method offers a more inclusive approach to engaging with individuals who may not typically take part in such efforts. When scaled own, it can be effective and attract those who traditionally avoid going to meetings. Those who cannot attend regular meetings due to physical, social or psychological issues may be encouraged to take part in this process.
Hackathons	<ul style="list-style-type: none"> Hackathons originated in the tech industry as design sprint-like intensive events (usually 1-2 days) where computer programmers and tech developers get together to collaborate and work on topics of interest that may or may not be related to their regular work. The tool has now expanded outside of just the tech industry and is used to bring together diverse individuals into one space to collaborate on 	<ul style="list-style-type: none"> Consider bringing in speakers to guide the thought leadership throughout the event Include participants from different fields and experiences Typically, participants will form groups (4-6 people) and are challenged to work together to come up with solutions to the issue or topic being focused on <ul style="list-style-type: none"> Solutions will later be presented, refined and prototyped Don't expect to have actually solved a problem by the end of the hackathon. Real life problems are hard! Think of the hackathon as a pit-stop on a long journey to solve problems or as a training session to prepare participants for solving problems.

	finding innovative solutions to a particular issue.	
Participatory budgeting	<ul style="list-style-type: none"> • Participatory Budgeting programs are innovative policymaking processes. • Citizens are directly involved in making policy decisions. Forums are held throughout the year so that citizens have the opportunity to allocate resources, prioritize broad social policies, and monitor public spending. 	<ul style="list-style-type: none"> • Participatory Budgeting works best where there are already high levels of community activism. • The power attributed to citizens in the decision process can vary, from providing decision-makers with richer information about citizen preferences to processes that assign parts of the budget to direct citizen control. • Has the ability to be a very public process and can therefore convey legitimacy beyond the immediate participants. • Isn't as successful where central targets and restricted budgets limit the amount of power that can be given to citizens. • If managed poorly, can create unrealistic expectations amongst participants.
COLLABORATE		
Large group meetings	<ul style="list-style-type: none"> • Convening a large group around a particular issue or initiative 	<ul style="list-style-type: none"> • Consider inviting a diverse group of people who will offer different perspectives • Be sure that all participants have a chance to be heard • Don't jump straight into the issue – warm up the room by including an ice breaker to offer opportunities for people to meet each other and get to know one another • Consider breaking the group into smaller groups throughout the meeting in order to allow more opportunities for people to share their perspective. • Include food and fun where possible. • Consider accessibility and offer stipends or supports where needed in order to allow all those who are interested in participating the option to get involved.

<p>Document co-creation</p>	<ul style="list-style-type: none"> • Ability to co-own a document whereby a number of people can view and/or have the ability, to edit and contribute. 	<ul style="list-style-type: none"> • Allows individuals to collaborate on a project in real time from different locations. • Provides the opportunity to contribute and build upon a document at a time that works for you – always having access to the most up to date version of your file. • Most co-creation documents offer the ability to chat and add comments while building a document together. • Be mindful of who has access to the document and whether or not they have the ability to ‘view’ or ‘edit’
<p>Online communities</p>	<ul style="list-style-type: none"> • An online community is a group of people with common interests who use the Internet (web sites, email, instant messaging, etc.) to communicate, work together and pursue their interests over time. 	<ul style="list-style-type: none"> • Be a leader – step in and encourage users to interact with one another. Make comments in Forums and frequent interactions with Group creators. • Make it easy to participate - Use multiple entry points. (email, newsletters, intranet, posters) • Welcome and encourage new users - Ensure that new members are welcomed and feel acclimated to the new community. • Thank your members for performing actions, suggest content they might like or point them towards new activities in order to build long-term engagement. • Create a “water cooler” environment in new communities - Make your online community a place where people can go to engage in light-hearted conversation with their peers in a non-threatening way. • Post inspiring content and ask questions that matter to the community • Identify and nurture power users • Be clear on the purpose and desired response to posted content and conversations – it will help members know what is appropriate and feel comfortable contributing. Clarity of purpose will also help you track and measure results effectively.

<p>Open space</p>	<ul style="list-style-type: none"> • In Open Space meetings, events and organizations, participants create and manage their own agenda of parallel working sessions around a central theme of strategic importance • Participants sit in a large circle and devote their first hour towards creating their own meeting. All participants are teachers and learners. • When a topic is brought up, everyone provides their views and opinions on the topic. There is no limit to the number of participants. • The conference usually lasts as long as necessary and concludes when participants decide that their work is done. 	<ul style="list-style-type: none"> • The theory behind open space is that people will take ownership of issues they wish to address. • Open Space works best when the work to be done is complex, the people and ideas involved are diverse, the passion for resolution (and potential for conflict) are high, and the time to get it done was yesterday. • This is a useful method where large groups of participants are involved and where the program or agenda needs to be flexible or capable of being shaped by the participants themselves. • The weaknesses of this approach include: <ul style="list-style-type: none"> ○ Only likely to get small percentage of the ‘whole system’ to attend ○ Unlikely to attract people who traditionally avoid open meetings • Operates on four key principles: <ul style="list-style-type: none"> ○ Whoever comes are the right people ○ Whatever happens is the only thing that could have ○ Whenever it starts is the right time ○ When it’s over, it’s over
<p>Working groups/study circles</p>	<ul style="list-style-type: none"> • A committee or group comprised of 10-15 people who meet regularly over a period of weeks or months to address a critical public issue in a democratic and collaborative way and make recommendations based on its findings. • Facilitated by a person/facilitator who is there not to act as an expert on the issue, but to serve the group by keeping the discussion focused, 	<ul style="list-style-type: none"> • Groups should be formed in order to maximize diversity, balance, and complementary skills. • Each team member should add something unique to the team, such as subject matter expertise, a specific perspective, or a specialized skillset. • It is essential that tasks are assigned appropriately in cross-functional groups. In order to reduce confusion, each member of the team needs to know who is responsible for what. When responsibilities are unclear, efficiently completing an assignment or process is near impossible.

	helping the group consider a variety of views, and process difficult questions.	
EMPOWER		
Decision-making platform	<ul style="list-style-type: none"> • A computer algorithm that allows large numbers of people to express their preferences, and the software calculates "millions" of possible decisions to find the most agreeable one for the most people. 	<ul style="list-style-type: none"> • The online software enables public engagement and voting in which hundreds or even many thousands of people explore background information on a decision that needs to be made, learn what the constraints are on it — for instance, its maximum budget, or a deadline, or legal limits — and offer their ideal solution. • Great way to unite stakeholders and maximize their support
Citizen committees	<ul style="list-style-type: none"> • Also known as public advisory committees and public liaison committees, citizen committees consist of a group of representatives from a particular community or set of interests appointed to provide comments and advice on an issue. • Generally, relevant community groups and agencies are invited to nominate as members of the committee, although people with specific skills may also be asked. • Members meet regularly to provide ongoing input and advice over the duration of the project. These generally have an agreed life span and are normally organized at the local level to address a specific issue. 	<ul style="list-style-type: none"> • Citizen committees should be formed based on diverse representation of the community, expertise/interest in an issue or topic area, and in regard to each advisory committee's terms of reference. • Great opportunity for community members to share ideas, have a voice in decision-making and learn about what other community members think about particular issues or opportunities • Two major benefits to creating a citizen committee: <ul style="list-style-type: none"> ○ 1. The committee can offer specialized, practical expertise that may not be available from the city council or city staff. Such citizens often can help guide city leaders on important issues, usually at little or no cost to the city. ○ 2. The committee can lend legitimacy and credibility to the ultimate decision made by city government. Properly advised by the committee, the city council's decisions are more likely to be seen as fair and considerate of all people having a stake in the outcome. Ideally, the committee can even help "sell" the council's decision to the public.
Citizen juries	<ul style="list-style-type: none"> • A Citizen Jury is comprised of a group of citizens who are representative of 	<ul style="list-style-type: none"> • As a Citizen Jury, Jurors can 'cross examine' expert 'witnesses' who will provide differing perspectives on the issue or subject matter

	<p>the general public (usually selected in a random or stratified manner) who are briefed in detail on the background and current thinking relating to a particular issue, and asked to discuss possible approaches.</p> <ul style="list-style-type: none"> • The issue they are asked to consider will be one that has an effect across the community and where a representative and democratic decision-making process is required. 	<p>before reaching agreement or producing a short report of recommendations and action items.</p> <ul style="list-style-type: none"> • Citizen juries are intended to complement other forms of consultation rather than replace them. • Typically, an advisory panel, with expertise in the particular area, considers the jury's findings and determines what, if any, recommendations should be taken forward. • Citizen Juries require both time and a high level of skill as participants are asked to analyze complex issues. • Be aware that the sponsoring body has to be committed to accepting the results, otherwise the process loses credibility. • It is a useful technique to combat potential power struggles or conflict between the organizing body (e.g. Municipal government) and citizens or even between citizens. • Consider live streaming citizen jury sessions or have them open to the public for transparency.
<p>Community indicator projects</p>	<ul style="list-style-type: none"> • Community indicator projects are those where communities have a vision for a sustainable future and have established ways of tracking their progress through the use of indicators. The list of indicators varies and is generally developed by the community itself. • In this approach, indicators are selected either across topical domains or with a focus (like children) to collectively track trends in community well-being and quality of life. 	<ul style="list-style-type: none"> • A community indicators project offers the opportunity to discuss what is important, to systematically review whether things have been getting better or worse, and to establish priorities for policy response. • Indicators measure what the community cares about and track whether the community is moving in the right direction. Without indicators, it is difficult to know whether progress is being made on important issues. • Those metrics provide essential guidance for action and key tools for appropriate engagement of the public. • Most successful projects have three characteristics in common: <ul style="list-style-type: none"> ○ The community created a vision of its future that balanced economic, environmental, and social needs. This future is

		<p>long-term – not in the order of years, but for decades or generations.</p> <ul style="list-style-type: none"> ○ The vision incorporated the views of a wide cross-section of the community. ○ The community decided how to keep track of its progress in reaching that vision.
<p>Asset-based Community Development (ABCD)</p>	<ul style="list-style-type: none"> • A methodology for the sustainable development of communities based on their strengths and potentials. It involves assessing the resources, skills, and experience available in a community; organizing the community around issues that move its members into action; and then determining and taking appropriate action. • This method uses the community's own assets and resources as the bases for development; it empowers the people of the community by encouraging them to utilize what they already possess. 	<ul style="list-style-type: none"> • Key principles: <ul style="list-style-type: none"> ○ Everyone has gifts and something to contribute ○ Relationships build a community – people must be connected in order for sustainable community development to take place ○ Citizens at the centre – citizens are actors, not recipients ○ Leaders involve others – broad base of community action ○ People care – challenge notions of ‘apathy’ by listening to people’s interests ○ Listen – decisions should come from conversations where people are heard ○ Ask – asking for ideas is more sustainable than giving solutions