

Public Engagement Strategy: Guidelines and Toolkit



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Vision

A City where public engagement is valued as an important part of the decision making process and is inclusive, meaningful, accountable, and responsive to the public's perspectives and needs.

Guidelines

There are many reasons to engage the public. Examples include, but are not limited to:

- The City has a legal obligation to consult with the public
- A new by-law or policy is being developed
- A new program is being designed and/or implemented
- There is significant change to a by-law, policy, process, procedure, and/or program
- Public expertise is required to inform and develop solutions to a problem
- The City requires resident input to ensure the end “product” has relevance or meets the identified need
- Historically, the City would consult on these types of issues so there is a public expectation that the City will consult

Guiding Principles

The guiding principles articulated in the Public Engagement Strategy were supported by participants in the consultation process in 2013. Respecting the following principles will ensure that the City's Public Engagement Strategy is meaningful and effective:

1. **Accountable:** Provide residents, stakeholders and community partners with information on how their public engagement feedback was considered and adopted, or why it was not adopted.
2. **Inclusive:** Plan and implement engagement activities that are accessible and respond to the needs of all residents, stakeholders and community partners and that remove potential barriers to participation.
3. **Open, Informative and Transparent:** Provide clear, relevant and complete information, in plain language at the start and throughout the public engagement process and communicate the purpose, expectations and limitations clearly.
4. **Timely:** Ensure that public engagement is conducted in a well-timed manner, providing sufficient time for soliciting input, and for reporting back on how the input was used.

5. **Adaptive:** Ensure that the engagement plan is well tailored to the nature of the topic being discussed and flexible enough to be modified during the public engagement process, as needed.
6. **Continuously Improving:** Evaluate each public engagement initiative by seeking input from participants about the process and the content. Evaluate on an ongoing basis in order to improve the quality of the public engagement process over time.
7. **Co-operative:** Build and maintain positive, respectful, and co-operative relationships with residents, stakeholders and community partners in order to increase the effectiveness of public engagement.

Definitions

Citizen: For the purposes of this document, the word citizen refers to a resident of the city. The words citizen and resident can be used interchangeably.

Collaborate: Working jointly on an activity or task. For the purposes of this document, to collaborate means to partner with the public to develop recommendations for action, which involves working together in each aspect of the decision making process in order to decide on a course of action.

Consult: To seek advice or information from individuals, groups, stakeholders, residents. For the purposes of this document, to consult is to gather ideas and input, or to test input and ideas for action, to ensure the public's concerns and feedback about decisions that have not yet been made are considered.

Delegate: To appoint another as a deputy or an agent. For the purposes of this document, to delegate means to give authority for decision-making to another body.

Inform: To give or impart knowledge. For the purposes of this document, to inform means to share information to build awareness or to assist the public in understanding the reasons, context and background for decisions that have been made (or will be made) and their impact on services, programs, or infrastructure.

Involve: To include residents in the decision-making process. For the purposes of this document, to involve means to include the public in the process and/or to gather input and ideas for action.

Public Engagement: Public engagement involves any two-way communication to inform and/or involve the public in problem solving or decision-making. There are different types of engagement (providing information, consultation, and collaboration) and various engagement activities or techniques (e.g. information kit, in-person meetings, online surveys, advisory groups, etc.).

Resident: For the purposes of this document, the word resident refers to any individuals living in the city. The words citizen and resident can be used interchangeably.

Stakeholder: An individual, organization or group that has an interest in an issue, will be or is likely to be affected, or has the ability to affect a decision or outcome. Organizations can include non-governmental organizations, government, institutions and businesses, community associations, etc.

Public: The people of the municipality as a whole or a group of people having common characteristics or interests.

City of Ottawa Public Engagement Toolkit

This toolkit is for staff that are initiating or planning public engagement.

Members of the public will also approach City staff on a variety of issues. It is important for staff to discuss arising concerns with the public in order to gain a clearer understanding of the issues. Once this is clear, staff should approach their supervisor/manager to discuss the appropriate course of action. The principles of Public Engagement apply regardless of the initiator.

This Toolkit applies if staff initiate engagement or eventually become a lead partner.



What is Public Engagement?

Public engagement involves any two-way communication to inform and/or involve the public in problem solving or decision-making. There are different types of engagement (providing information, consulting, and collaborating – see Public Engagement Spectrum, Step 1, Section E) and various engagement activities or techniques (e.g. information kit, in-person meetings, online surveys, advisory groups, etc.).

Why does the City need a Public Engagement Toolkit?

Public engagement is one way City staff work with the public. The Toolkit provides a common and consistent approach to public engagement across City of Ottawa departments. Consistently applying the Toolkit and Guidelines will increase our ability to achieve successful public engagement outcomes and in turn, improve public satisfaction.

Residents expect to be engaged by the City on a wide variety of subjects, programs and services. City Council recognized the importance of improving public engagement outcomes by approving the Public Engagement Strategy (Dec 2013).

The Toolkit will not address all the challenges of managing the complex issues of public engagement. But, when used consistently will equip you with the tools you need to deal with challenges that may arise.

What will be achieved by using the Toolkit?

The Toolkit should be utilized for every public engagement initiative regardless of complexity, with the understanding that less detail may be required for smaller, simpler projects. The Toolkit is designed to enhance existing public engagement processes and tools. When working with consultants, staff should provide them a copy of the Public Engagement Strategy.

Consistent use of the Toolkit will ensure that:

- The scope of the engagement process appropriately responds to, and aligns with, the magnitude and complexity of the decision being made
- Stakeholders and decision makers will understand what information is being sought and how it will inform the decision making process
- The public is aware of the public engagement activity and can participate
- Barriers to participation have been considered and addressed
- Timelines, budgets and resources respond to the scope of the engagement process
- The engagement process adds value to the decision-making process

Essential Elements of Effective Public Engagement

The Public Engagement Toolkit will coach you through a comprehensive strategic approach to planning, implementing and evaluating City of Ottawa public engagement initiatives.

Good public engagement:

- Includes a clear promise/commitment to participants;
- Considers the needs of participants;
- Seeks out and facilitates the involvement of those potentially affected;
- Has a communications plan;
- Provides participants with the information necessary to participate in a meaningful way;
- Uses techniques that are tailored to and appropriate for the audience;
- Allows some flexibility to deal with unanticipated dimensions of an issue and to ensure unforeseen problems are resolved; and
- Uses appropriate feedback mechanisms to communicate to participants about how their input affected the final decision.



Public Engagement Cycle

The Public Engagement Cycle is a key component of the Public Engagement Strategy. The Cycle is a seven step process that staff will follow when planning and implementing public engagement. Use of this cycle will promote consistency in how public engagement is undertaken at the City of Ottawa and will also promote continuous improvement, through the sharing of learning.

Make sure you consider the whole cycle in your planning.

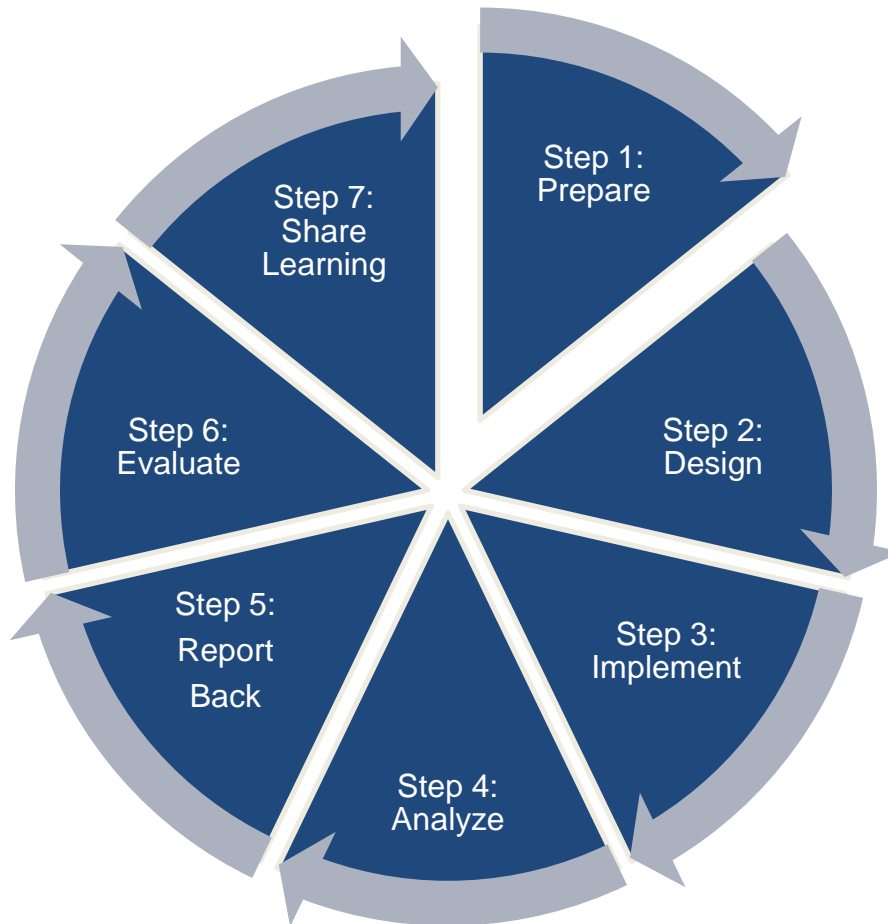


Figure 1 - Public Engagement Cycle

Policies and Legislation

Note: There are policies and legislation which apply to all public engagement processes (such as the Bilingualism Policy, Communications Policy, Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), Accessibility for Ontarians with Disabilities Act (AODA), etc.). Please ensure you are adhering to these policies and legislation when developing your plan.

Accessibility for Ontarians with Disabilities Act (AODA)

In Ontario, legislation requires that the public and people with disabilities are consulted in certain situations. Under the *Accessibility for Ontarians with Disabilities Act, 2005*, the Ontario government has developed mandatory accessibility standards to remove barriers in key areas of daily living for people with disabilities. As part of the Integrated Accessibility Standards Regulation there are specific requirements for consultation with people with disabilities.

Ottawa has an Accessibility Advisory Committee, which must be included in the consultation process, when appropriate.

Under the Ontario Human Rights Code, the City has a duty to accommodate people with disabilities so that they have equal access to facilities and services. By making public engagement truly accessible the City can engage more people and reap the benefits of full public participation.

Bilingualism Policy

Ottawa has a Bilingualism Policy which requires that public information be available in both French and English. This includes web site information, documents, information sessions, presentations, etc.

Communications Policy

The purpose of the Communications Policy is to ensure that communications on behalf of the City of Ottawa are well co-ordinated, effectively managed and responsive to the diverse information needs of the public and employees. The policy applies to all City departments, agencies and employees, including full-time, part-time, and temporary employees, summer students and co-op placements, as well as persons acting on behalf of the City (e.g., consultants, contractors).

References are made to communications throughout the Toolkit.

Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)

The City is subject to the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) that defines personal information as any information that can be linked to an identifiable individual. This includes all manner of personally identifying information including a person's address, telephone number or opinion on a subject matter. However, personal information does not include the name, title, contact information or designation of an individual that identifies the individual in a business, professional or official capacity.

Please see Step 2, Section E: Document Development for more details about protecting the public's privacy.

Records Management Policy

The purpose of the Records Management Policy is to define the basics of record keeping at the City of Ottawa and detail the responsibilities of all staff. All staff must follow the policy and associated procedures when conducting their public engagement activities.



This Toolkit walks you through the Public Engagement Cycle, offering tips and tools for completing each step.

Step 1: Prepare

Conceptualize and plan for public engagement activities. You will need to consider the full public engagement cycle to ensure you are prepared for each step. For example, you will need to understand and plan for what you are going to evaluate in order to collect relevant information at the appropriate points in the cycle.

In this section, you will find worksheets and checklists to assist you in preparing your public engagement activities.

In Step 1, you will:

- A. Decide if public engagement is required
- B. Define the issue, decision, purpose and desired outcomes of your engagement activity by:
 - Identifying the issue and decision to be made and who will make the decision
 - Determining clear objectives and desired outcomes for the engagement process
 - Determining the scope of influence the public has in the process
 - Identifying participants and stakeholders
 - Identifying the timeframe for the activity
 - Establishing an evaluation plan with performance indicators for assessing processes and outcomes
 - Assessing internal and external environments
 - Coordinating activities and collaborate with other departments
- C. Establish your public engagement team
- D. Determine the appropriate level of engagement in order to achieve your desired outcomes
- E. Public Engagement Spectrum



A. Is Public Engagement Required?

Table 1 - Is Public Engagement Required

Questions to help determine if public engagement is required	Yes	No
1. Is there a legislated requirement to consult the public?		
2. Have you been directed by Council to consult the public?		
3. Will the public's input help define or influence the final outcome?		

If you answer “yes” to #1, you must proceed with your public engagement activity. If you answer “yes” to #2, you must proceed with your public engagement activity. If your answer is “no” to #2, public engagement may still be necessary (see question #3). If you answer “yes” to #3, you should proceed with your public engagement activity. If you answer “no” to #3, you should reconsider the purpose of engaging with the public and determine if it is really necessary to engage the public at this time.

If you answer “no” to all questions, then you are informing the public of a decision and should proceed accordingly. Please work with Corporate Communications to develop an appropriate Communications Plan.

B. Define the Issue, Decision, Purpose and Outcomes

Take the time to consider what you need from the public engagement process and how to effectively communicate the issue. This includes considering the decision being made, who is making it, and understanding how your project or process could impact or be impacted by other projects.

Defining the issue, decision, purpose and outcomes will allow you to be clear with the public and with management and colleagues about the reason for the engagement activity. The most important aspect of this stage is to confirm what questions you are asking or what information you are seeking from the public. Clarifying this upfront will ensure you are asking the right questions, gathering the right type and amount of information, and informing participants about how their involvement will contribute to the process or final decision. You need to consider your decision-making process so you can clearly articulate the timelines and process to the public and management.

Use the Project Scoping Worksheet (see Table 1.1) to walk through the important initial questions in your planning process. Answering these questions will help you to confirm whether public engagement is required, and to manage your project's scope and clearly communicate the goals of your engagement process. This worksheet can be continually referenced and updated through the public engagement planning process.

You may have already developed a business case or a project charter, as per the [Project Management Policy and Framework](#). Keep in mind the Project Scoping Worksheet is to review the focus and outcomes of your public engagement activities and not the overarching project.

1.1 Project Scoping Worksheet

Table 2 - Project Scoping Worksheet

Project Name:	
1. What is the goal of the public engagement process?	<i>Why would you involve the public in this discussion? What exactly do you want to achieve?</i>
2. Who will make the final decision, if there is one?	<i>e.g. Council, a Standing Committee, Executive and Senior Management Committee, Departmental Management Team, etc. Are there different decision- makers that need to be consulted at different times throughout the process?</i>
3. What is the scope of this project? Please note: Depending on the scope, you may need to engage with the public multiple times (perhaps, at the beginning, the middle and the end of the process).	<i>Does the final outcome affect more than one department? What are the constraints? Are there any regulatory considerations? Is the issue a source of controversy?</i>
4. Are there any past or previous decisions that will affect this project?	<i>Be aware of the history surrounding your project or issue.</i>
5. What are the potential risks?	<i>What are the most controversial issues? Walk through an initial risk analysis – see Enhanced Risk Management on Ozone for assistance.</i>
6. Who is your public?	<i>Use the Equity and Inclusion Lens to assist you. Be as specific as possible (i.e. youth in the West end or residents living within 20 km of 123 Nowhere Ave). <i>If you answer general public, will the outcome impact some groups more than others (economically, socially, or politically)?</i></i>
7. What commitment is being made to the public?	<i>Refer to the Public Engagement Spectrum in Step 1, Section E.</i>
8. How much influence can the public have on the final product?	<i>Be prepared to clearly articulate how the public's feedback will be used.</i>
9. What is the information you need from the public in order to move forward?	<i>Be prepared to clearly articulate what you need from the public.</i>
10. Consider your	<i>This is some initial thinking for your Evaluation Plan</i>

Project Name:	
evaluation, how will you know you have achieved your public engagement goal?	<p><i>(which is covered in Step 6).</i></p> <ul style="list-style-type: none"> • <i>Who wants to know what?</i> • <i>What will be measured and how?</i> <p><i>See Step 6 for assistance.</i></p>
11. Are there resources available to conduct public engagement (personnel, equipment, material, time, budget, administrative support)? If yes, what are there?	<i>Detail what might be available to you.</i>
12. What other engagement activities or events, festivals, religious holidays/events are happening at this point in time or at the proposed time for your engagement activity?	<p><i>Consult the Public Engagement eSchedule.</i></p> <p><i>Consult the Diversity Calendar.</i></p> <p><i>Consult the Spotlight Events Calendar.</i></p> <p><i>Consult the Special Events Unit, Parks, Recreation and Cultural Services Department.</i></p>

Check-Point:

- At this stage, it is important to review the Project Scoping Worksheet with your manager or decision-maker to ensure that you are not moving forward with incorrect information and that everyone is on the same page.

C. Public Engagement Team

There are many roles and responsibilities when completing a public engagement activity. It is important to determine what resources are available to you from the beginning so you can plan accordingly.

The Public Engagement Team Roles and Responsibilities table (Table 1.2) is meant as a guide to identify some of the most common roles in the public engagement process. Feel free to add to this list if you have other roles and responsibilities or would like to add more detail. You may also remove roles that may not be required depending on your process (like facilitators).

1.2 Public Engagement Team Roles and Responsibilities

Table 3 - Public Engagement Team Roles and Responsibilities

Role	Responsibility	Staff Assigned
Engagement Sponsor	Approves the public engagement plan and deliverables; provides authority on all decisions.	
Public Engagement Lead	Manages scope, coordinates resources and activities and schedules; identifies and address issues and risks. Reports on public engagement status, finalizes public engagement plan, manages requirements and prepares closeout documentation.	
Project Co-ordinator	Provides administrative support to the public engagement team members.	
Communications Resource	Provides support for the communications plan development and implementation.	
Facilitator (s)	Contributes structure and process; remains neutral/impartial; supports participants to achieve their goals.	
Media Spokesperson	Represents the City when speaking with the media about the public engagement process.	

D. Determine the Required Level of Public Engagement

Not all issues require the same level of public engagement. Determining the appropriate level of public engagement to match the purpose or goals of your engagement process is important. The worksheet outlined below (1.3) will help you to assess the level of engagement required for your project.

1.3 Determine Engagement Level Worksheet

Table 4 - Determine Engagement Level Worksheet

The objective of the public engagement is:	Yes	No
To educate		
To raise awareness about a particular issue		
To provide information		
To validate information		
To gather additional information, new ideas or perspectives		
To assess the level of support or opposition that exists for a project or initiative		
To determine the level of satisfaction with a program or service		
To know and understand the current needs and expectations of the public		
To empower those affected by a decision		
To increase public interest and action		
To reduce conflict and controversy		
To improve the quality and effectiveness of the decision/outcome		
To mediate competing interests by increasing understanding and trust		
To develop joint planning		
To achieve consensus or a high level of agreement/support		
To build a base for further or ongoing input as the project or issue evolves		
To engage residents/groups in helping with implementation		
To identify and build more formal partnerships		
To generate alternatives		
To brainstorm ideas		

Based on your goals, do you require different levels of engagement at different times in your overall engagement plan? If yes, what are they and when are they needed?

The Public Engagement Spectrum (Step1, Section E) can help determine the required level of engagement. Compare the objectives you've identified to the purpose of a particular activity on the Public Engagement Spectrum. Keep in mind that your objectives may fall into more than one category, and take note that information sharing is an important element of public engagement, no matter the level of engagement.

Keep in mind that you may require different levels of engagement at different times in your overall engagement plan. For example, you may need to **inform or educate** the public at the beginning of the project. At another point, you may need to **consult** with the public on one particular aspect of the project via a survey or a focus group. At the same time, you may **involve** members of the public in the planning of the focus groups. Then you may **collaborate** with members of the public around another aspect of the project. This is an important consideration as you develop your Public Engagement Plan.



E. Public Engagement Spectrum

(Based on International Association for Public Participation's Public Participation Spectrum, Halton Region's, A Model for Public Engagement at Halton Region, and City of Edmonton's Continuum of Public Involvement)

To determine the level of engagement required you must first identify the purpose of the engagement and the commitment being made to the public. The Public Engagement Spectrum assists you to determine the level of engagement required for your project by considering each level according to the roles, responsibilities and commitments being made.



INCREASING LEVEL OF PUBLIC ENGAGEMENT

Table 5 – Increasing Level of Public Engagement

	Inform or Educate	Consult	Involve	Collaborate/ Partner	Delegate
Purpose	Communicate <ul style="list-style-type: none"> • Share information to build awareness 	Listen – Learn <ul style="list-style-type: none"> • Gather ideas and input • Test ideas for action 	Listen – Learn – Dialogue <ul style="list-style-type: none"> • Include the public in the process • Gather input, and ideas for action 	Actively participate <ul style="list-style-type: none"> • Partner with the public to develop recommendations for action 	Delegate authority
City's Commitment to the Public	We will keep you informed and advise you of the final decision.	We have defined the problem and offer possible solutions. We will listen to and acknowledge your perspectives and input. We will consider your feedback in our decision making or next steps and let you know how your input influenced the decision.	We have defined the problem and are looking for suggestions for possible solutions. We will include you in the process and consider your feedback in our decision making or next steps and let you know how your input influenced the decision.	We will seek your advice and input on defining the problem and solutions. We will seek your advice and input and develop alternatives, solutions and recommendations with you and let you know how your input influenced the decision.	We will hand over decision making authority to another group within the boundaries of an agreement.
INFORMATION SHARING IS A KEY COMPONENT OF THE ENTIRE CONTINUUM					



Step 2: Design

Developing a Public Engagement Plan enables you to be strategic about your goals and processes, and to clearly articulate those to others. This includes:

- Allowing for meaningful participation of a diversity of residents
- Choosing an approach, tools and resources that are appropriate to the issue, context and your audience
- Using a variety of public engagement techniques
- Ensuring materials are neutral, user-friendly and distributed well in advance
- Ensuring that adequate human and financial resources are available
- Specifying feedback processes and mechanisms clearly, including timing of any feedback
- Maintaining a tracking document of participant input as the basis of the public engagement report
- Developing a communications plan
- Identifying your evaluation requirements including participants' satisfaction with the engagement process itself

Every Public Engagement plan should include:

- Key decision points
- Collaborative design process/ methods with stakeholders
- Desired outcomes
- Communications plan
- Data management plans
- Implementation plans
- Budget
- Timelines
- Evaluation plans



The following section walks you through what is required for your Public Engagement Plan.

Check-Point:

- Once you have developed your Public Engagement Plan (including audience analysis, budget, techniques, etc), it is time to go back to your key decision-makers (including managers, senior managers, Councillors, etc.) to make sure you have the information and resources you require as well as support for your plan.

- Don't forget to check the Public Engagement eSchedule to ensure your public engagement activities do not conflict with others in the community and to identify opportunities for collaboration with other departments/colleagues.
- Remember to consider other major events (sporting and otherwise), festivals, and religious holidays and observances that might influence participation in your engagement activity.

A. Audience Analysis

Determining the best methods and techniques to use in reaching out to your audience is an important part of the engagement planning process.

- Who are your target audiences? Who is it that you are trying to reach?
- Are there different groups you are trying to reach?
- Who are the key stakeholders?
- Have you considered reaching out to existing committees and community groups (i.e. advisory committees, community associations, Business Improvement Associations, etc)?

Different groups have differing needs. Make sure to apply the [Equity and Inclusion Lens](#) to your engagement planning.

This next section includes some tips to help you understand the potential needs of particular groups of residents living in Ottawa as identified by the [Equity and Inclusion Lens](#).

Table 6 – Audience Analysis

Group (covered in the Equity and Inclusion Lens)	Tips	Contact for More Information
Aboriginal Peoples	<ul style="list-style-type: none"> • There are three Aboriginal communities in Ottawa: First Nations, Inuit and Métis, each with unique points of view. Ensure you have included each community in your invitation and plans. • When doing in-person meetings, plan for a meeting with each of these groups as well as a session for Aboriginal youth. If this is not possible, ensure you include all three groups in your invitations and outreach. • There are several networks that can be accessed to help reach out to Aboriginal groups. 	For more information, contact the Strategic Community Initiatives Branch, Community and Social Services Department .
Francophones	<ul style="list-style-type: none"> • All materials published by the City of Ottawa and intended for the public must 	For more information and assistance,

Group (covered in the Equity and Inclusion Lens)	Tips	Contact for More Information
	<p>be published in both official languages (see the Bilingualism Policy).</p> <ul style="list-style-type: none"> For in-person sessions, make sure to offer a French-only session or, at the very least, a fully bilingual session where information is provided in both official languages. 	<p>contact French Language Services</p>
<p>GLBTQ Gay, lesbian, bisexual, transgender, transsexual, two-spirited, queer, questioning</p>	<ul style="list-style-type: none"> Use gender-neutral and family neutral language when collecting demographic data or when providing statistic information to the public (i.e. sole-support parent, partner/spouse). 	<p>For more information and assistance, contact the Diversity and Inclusion Branch, Human Resources Department.</p>
<p>Immigrants</p>	<ul style="list-style-type: none"> Keep in mind that immigrants come from many different backgrounds with diverse points of view. Ensure there is an opportunity to gain information from the variety of nationalities represented in Ottawa, whether through individual groups or by your outreach methods. Keep in mind that English and/or French may not be the first language of immigrant groups. Consider translating materials into multiple languages. Use plain language to make your messaging easier to understand. Work with community partners to ensure maximum participation. 	<p>For more information and assistance, contact Strategic Community Initiatives Branch, Community and Social Services Department.</p>
<p>People Living in Poverty</p>	<ul style="list-style-type: none"> Consider providing bus tickets and funding for dependent care to ensure participation. Low income residents may not have computers, so ensure you provide multiple ways to provide input (in-person, by phone, by paper). <ul style="list-style-type: none"> You could also direct residents to local libraries and other sites for access to computers. Consider working with local agencies to assist you to reach out to this group. 	<p>For more information or assistance, contact the Strategic Community Initiatives Branch, Community and Social Services Department.</p>
<p>People with Disabilities</p>	<ul style="list-style-type: none"> For in-person engagement activities, consult the Guide to Accessible Public 	<p>For assistance and advice, contact the</p>

Group (covered in the Equity and Inclusion Lens)	Tips	Contact for More Information
	<p><u>Engagement.</u></p> <ul style="list-style-type: none"> • Ensure you ask participants if they require any accommodations. For example, participants may require communications support such as sign-language interpretation, or participants may not be able to fit through standard size doors with assistive devices. Keep in mind the following: <ul style="list-style-type: none"> ○ Timing of events – avoid rush-hour as this is peak time for Para Transpo ○ Location – ensure you have an accessible building; try to hold meetings on the main floor and ensure there is an accessible bathroom. ○ Materials – be prepared to make materials available in accessible formats upon request. • Ensure that facilities meet accessibility requirements and have working elevators, ample parking and a bus stop close by, good lighting and acoustics, comfortable seating, and no tripping hazards. At a City facility, consult the Facility Manager AHEAD of your activity so they can go over accessibility features and can also avoid hosting your activity adjacent to an incompatible event in another room or at peak times for the facility. • Ensure seating arrangements and room layouts allow sufficient space for participants with mobility devices. • For online engagement, ensure your information is in an accessible format and allow for other ways of providing information for those who cannot use the online tools or who don't have access to the internet. 	<p><u>Corporate Accessibility Office.</u></p>
Rural Residents	<ul style="list-style-type: none"> • Rural residents are often at the farthest points of the City's boundaries. • If possible, hold in-person sessions in 	<p>For assistance and advice, contact the <u>Rural Affairs Office.</u></p>

Group (covered in the Equity and Inclusion Lens)	Tips	Contact for More Information
	<p>the rural areas.</p> <ul style="list-style-type: none"> The Rural Affairs Office can provide advice when planning engagement activities for rural residents as well as advertising to rural residents. 	
Older Adults	<ul style="list-style-type: none"> Please see the section on Persons with Disabilities for additional considerations which may apply to older adults as well. Many older adults prefer to connect in-person, by phone, or paper. Make sure signage and printed material is simple, concise and in larger print. Consult the publication Age-Friendly Communication for facts, tips and ideas. Winter conditions can make it difficult for older adults or people with disabilities to get around; take this into consideration when planning engagement activities. Retired persons are often available to attend sessions during working hours. Be welcoming and ensure ample time to assist and direct older adults. Use networks and/or locations where older adults participate in programs, such as seniors centres, to outreach or hold activities targeted to older adults. 	For more information or assistance, contact the Strategic Community Initiatives Branch, Community and Social Services Department .
Women	<ul style="list-style-type: none"> Safety is a key concern for women, particularly when attending in-person sessions at night. Consider locations that are well lit and on a major traffic route. Lack of child care or dependent care may also present a barrier to participation. Consider providing funding for child care or dependent care costs to promote participation. 	For more information or assistance, contact the Strategic Community Initiatives Branch, Community and Social Services Department .
Youth	<ul style="list-style-type: none"> While youth tend to use social media and online engagement methods, don't forget to connect in-person as well. Keep in mind, there are two distinct groups of youth: high school and university/college age. These two groups 	For more information or assistance, contact Strategic Community Initiatives Branch, Community and Social Service

Group (covered in the Equity and Inclusion Lens)	Tips	Contact for More Information
	<p>have unique needs and may require separate meetings on particular topics.</p> <ul style="list-style-type: none"> • Work with the local school boards, colleges and universities to reach out to youth. • Book in-person sessions in the evening or on weekends to make sure that youth can participate. • Use youth-serving agencies to help reach out to youth and gather youth for input, such as Youth Ottawa, Youth Services Bureau and many more. 	<p>Department.</p>

At this point in your audience assessment, you should also consider the needs and perspectives of your audience or stakeholder groups and prepare for those.

2.1 Audience/Stakeholder Assessment

(Adapted from Constantinou, 2011)

Table 7 - Audience/Stakeholder Assessment

Audience/ Stakeholders	Supportive, Not supportive or Unknown	Goals/Objectives	Key Messages	Potential Reaction or Position
Who are they?	Are they...?	What are your goals and objectives for engaging this group?	What will you communicate/say to this group?	How will they react? What will they do?

B. Develop Your Questions

It is important to develop the questions you are going to ask the public, no matter your technique. Your questions are tied to the goal of your public engagement activity. The questions should help you to achieve that goal and get the information you need to reach your final product.

Make sure that the person analyzing your results is involved in your question development so they understand the objective of each question, in order to help with analysis later.

Consider testing your questions with a group before full implementation. This will help you identify any potential problems or misunderstandings with your questions.

Be flexible enough to recognize that certain questions or activities are not giving you the information you need to finalize your decisions, or may have identified new unanticipated issues that you need to address – you may need to review your questions.

C. Engagement Techniques

Matching the most appropriate technique or method to your engagement goals and level of public engagement on the Public Engagement Spectrum (Step 1, Section E) is essential to the public engagement planning process. The most common approach is to use a mixed technique, usually combining online and in-person methods of engagement to ensure you reach as many people as possible and make it as easy as possible to participate. Make sure that the technique(s) you choose matches the objectives and purpose of your engagement activities and your level of public engagement on the Public Engagement Spectrum (Step 1, Section E).

For ideas of possible techniques or methods, please see the [IAP2 Public Participation Toolbox](#).

D. Project Schedule or Work Plan

Having a detailed schedule of activities for your Public Engagement Plan is important to keep you on time and on budget. The work plan is an essential element of all projects. Make sure you include all your communications goals in your work plan. Also, review the [Equity and Inclusion Lens](#) to make sure that you have not inadvertently excluded anyone from the plan.

You may also have a project charter as part of the [Project Management Policy and Framework](#). If so, you may wish to add your engagement activity schedule to your existing document. Keep in mind that your Public Engagement Plan is a sub-project of its own and needs to be planned accordingly.

As part of your project schedule, consider operational details such as venues, catering, audio-visual needs, facilitation, note-taking, etc and assign these as well. See the [Guide to Accessible Public Engagement](#) for additional resources, if planning an in-person event.

2.2 Detailed Project Schedule Worksheet

Table 8 - Detailed Project Schedule Worksheet

Activity	Sub-tasks	Who is Responsible	Timeline	Considerations	Approvals required

E. Document Development

After you have selected your techniques and determined your questions, you need to begin to develop your materials in conjunction with your Communications Plan (see Section G). Consider all the various documents you need to use at the time of the engagement activity, as well as those to help prepare the public for the engagement activity. You should also consider what documents you will need to prepare post-engagement activity (i.e. a “What We Heard” document).

As part of your Communications Plan ensure you have prepared a participant package with detailed information, or a one page document with basic information for the public which can be provided ahead of time to help participants prepare for the engagement activity.

You should also consider how you are collecting your information during the engagement session and have the appropriate tools and resources available to you.

Plan to tell the public about the next steps in your process and when they will receive a report back. Consider how you will share information with participants after the engagement activity is completed, such as a “What We Heard” document. Be prepared and obtain the authority to follow through.

Make sure you have considered all the accessibility requirements and that your documents are written in plain language and in accessible formats. Please see [OZONE for accessibility resources](#).

When developing documents you also need to consider how and the extent to which you will collect, use, disclose, and retain personal information. The City is subject to the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) that defines personal information as “any information that can be linked to an identifiable individual.” This includes all manner of personally identifying information including a person’s address, telephone number or opinion on a subject matter. However, personal information does not include the name, title, contact information or designation of an individual that identifies the individual in a business, professional or official capacity. In order to ensure that the City complies with legal requirements to collect, use, disclose, and retain personal information in accordance with MFIPPA, consider the discussion and practice tips in the following table as you begin to develop documents.

MFIPPA – Privacy Practice Tips

Table 9 - MFIPPA – Privacy Practice Tips

Rule or Principle	Discussion	Practice Tips
Avoid over collection of personal information	<ul style="list-style-type: none"> When the City collects personal information, it should only collect as much information about an individual as is reasonably necessary to accomplish the purpose for which the information is being collected. The collection of more personal information than is necessary for the purpose (commonly referred to as “over collection”) may generate complaints about the handling of personal information or result in a serious breach of privacy. 	<ul style="list-style-type: none"> Review documentation to ensure that you are only collecting personal information to the extent that is reasonably required in the context of the engagement activity. Consider not collecting any personal identifying information (for example an anonymous survey). Consider, wherever possible, not requiring that participants provide certain personal information (including “Optional”). Consider keeping personal information used to stay in contact separate from comment sheets.
Ensure a Notification Statement is provided	<p>MFIPPA requires that staff provide a collection of personal information notice at the time of collection that contains the following three components:</p> <ul style="list-style-type: none"> The authority for the collection: Cite the legislation or by-law, including section number, that authorizes the specific collection or authorizes the activity or program for which the information must be collected. The principle purpose(s) for which the personal information is intended to be used. For example, you may wish to state it will used to compile a report only in respect of the engagement activity or identify other uses such as contacting the individual with updates. 	<ul style="list-style-type: none"> Ensure the MFIPPA notification statement is legible and placed in a place where the participant will be able to read it prior to or at the time of collection. The MFIPPA notification statement ought to provide the participant with a clear understanding of how their personal information will be used by the City. If an organization such as a marketing research firm is collecting information on the City’s behalf, ensure that this fact is incorporated into the collection statement. Although a notification statement is not required if personal information is not collected, it is recommended that you notify the participant that the feedback is

Rule or Principle	Discussion	Practice Tips
	<ul style="list-style-type: none"> The title, business address and telephone number of a person employed by the City who can answer questions about the collection. Ordinarily this is a person who is familiar with the engagement activity in question. 	<p>collected anonymously.</p> <ul style="list-style-type: none"> Each MFIPPA notification statement is unique, an example is: Personal information collected on this comment sheet will be used to evaluate and improve the immunization program services that are provided by Ottawa Public Health under the authority of section 5 of the <i>Health Protection and Promotion Act</i>. Questions regarding this collection should be forwarded to the Program Manager, Immunization by telephone at 613-580-6744, by mail at 100 Constellation Cr. Ottawa, ON K2G 6J8 or by email at immunization@ottawa.ca.
Limit City internal use of personal Information	<ul style="list-style-type: none"> MFIPPA restricts how the City uses personal information after it is collected and requires that staff only access and use the personal information for purposes that are consistent with the purposes for which it was collected. 	<ul style="list-style-type: none"> The context at the time of collection including in particular the Collection of Personal Information Statement will set limits on internal access and use of personal information. For example, unless the notification statement provides otherwise, City staff on one public engagement project would not be permitted to provide participant contact information to staff organizing an unrelated engagement project. Restrict access to personal information such that at all times access to personal information is limited to those staff that require the information in order to perform their job.
Control disclosures of personal information	<ul style="list-style-type: none"> MFIPPA contains rules governing disclosure of personal information by the City to individuals and/or outside organizations. Failure to comply with these provisions may result in a privacy breach. 	<ul style="list-style-type: none"> Consider including a check-box that provides participants with the option of having their personal information disclosed to the third party. At the time disclosures to third parties is raised with the participant, ensure the participant understands why and the

Rule or Principle	Discussion	Practice Tips
		<p>intended purposes for which the personal information will be used.</p> <ul style="list-style-type: none"> • Whenever possible, confirm with the third party that the disclosure related documentation meets their collection requirements.
Keep personal information secure	<ul style="list-style-type: none"> • It is the role of staff to maintain the confidentiality of personal information by securely storing paper and electronic records containing personal information and ensuring access to that information is limited in accordance with the use and disclosure rules under MFIPPA. 	<ul style="list-style-type: none"> • Ensure online public engagement involving the collection of personal information is reasonably secure. The most common security requirements are that personal information be transmitted securely using current secure socket layer encryption standards (https:) and that personal information be stored on a secure server. • Do not leave laptops unattended or visible in a vehicle.

Disclosure to Members of Council

Please Note: When Council approved the Public Engagement Strategy on December 11, 2013, Council also approved a motion which states:

“That, when the City conducts public consultations, Members of Council are provided with an electronic copy of the full submissions from the public and not simply a staff summary of the comments received, upon request by a Member.”

When requested, all staff undertaking public consultations must provide to all of Council a copy to the appropriate Committee/Council Coordinator, in advance of Committee/Council meetings:

- a) all written submissions received directly from members of the public, including letters, written correspondence, and comments submitted through online tools; and
- b) copies of all consultation summary reports that staff are using as input to develop the report to Council.

In anticipation of a Councillor request for all submissions, it is recommended that you include, on all non-anonymous written submission documentation, a prominently placed notice that personal information may be disclosed on request to Councillors.

A draft statement follows:

Notice: Disclosure to Members of Council

Subject to the City's Election Related Resources Policy, your written submissions including any personal information may be accessed by Members of Council for the purpose of reviewing the results of this public engagement process and communicating City business or activities.

If you receive submissions via email, it is recommended that you confirm receipt of the written submissions and include in your confirmation email a similar notice as above.

F. Budget

Ensuring you have the appropriate budget for your project is essential. Make sure you identify all possible expenses and seek approval for the overall budget. Include any costs associated with hosting an event (such as large print transcription, sign language, etc). Also, consider transportation (i.e. bus tickets) and dependent care costs for those who may require it. Consult the [Equity and Inclusion Lens](#) for other possible considerations. Also, the [Guide to Accessible Public Engagement](#) will assist you in identifying accessibility considerations.

Plan for the accessibility considerations AHEAD of time. It is important to know not just if the public can access the facility but what other activities may be happening close by that might impact on your public engagement activity. When booking City facilities, contact the Facility Manager ahead of time and they will assist you. Keep in mind that costs for a City venue may include not only the cost of the rental but also for staff to open and close the facility.

2.3 Budget Worksheet

Table 10 - Budget Worksheet

Expense Type	Estimated Cost	Actual Costs	Revenue
Venue			
Audio-visual and other equipment			
Catering			
Transportation			
Consulting fees			
Facilitator			
Communications (both pre- and post-)			
Printing			
Overtime			
Evaluation			
Total			

G. Communications Plan

As stated in the City of Ottawa [Communications Policy](#) Requirement 8: “Consultation and Public Engagement: Communications requirements must be taken into account in the planning, management and evaluation of consultation and public engagement activities. Open and responsive communications are critical to the success of consultations, as is factual information presented to participants in plain language.”

All other requirements in the [Communications Policy](#) apply to Public Engagement activities undertaken by staff.

Departments can use the Public Engagement eSchedule available on [ottawa.ca](#) to identify any scheduling conflicts with other City engagement initiatives.

Corporate Communications staff will work with departments to develop a Communications Plan for their public engagement activities. The Communications Plan will include the following items: background information/project summary, environmental analysis, communications objectives, communications approach, target audience, key messages, identification of information required at each phase of your public engagement process, work plan with tactics, budget, resource allocation, and measurement.

Once timelines and communications information are confirmed, you must add your public engagement activities to the Public Engagement eSchedule found on [ottawa.ca](#).

In addition, Corporate Communications has developed a standardized approach for the promotion of consultations so that residents receive information from the City in consistent formats.

H. Risk Assessment

Completing a risk assessment is an important part of the public engagement process and helps you to develop methods for handling tough situations, should they arise. The [Enhanced Risk Assessment modules and tools](#) can help you to complete your risk assessment.

It is important to highlight the risk events or conditions that can create uncertainty (positive or negative) with regard to the ability to successfully implement your public engagement activity. Risks may be related to a number of factors, including: operational considerations, funding/finance, staffing, exposure to claims/litigation, public confidence, public expectations, service levels and working with contractors and other external parties.

The City has an existing risk assessment approach, which can be used by staff to evaluate risks as well as the potential causes and consequences thereof. Detailed information on the [corporate risk management approach](#) can be found on Ozone.

Risks are commonly noted in a risk register. Table 2.4 below presents the main components of the City’s Risk Register.

2.4 Risk Register

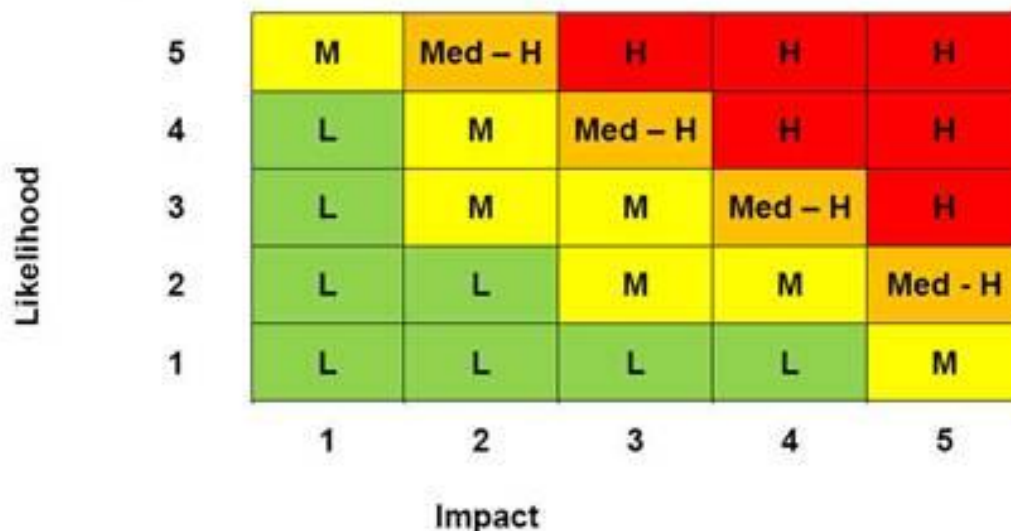
Table 11 - Risk Register

Risk Event	Likelihood (L)	Impact (I)	Risk Score	Mitigation
List high-level risk events that pose threats or opportunities to the project.	1 to 5	1 to 5	L x I	Explain what will be done to avoid, transfer, mitigate or accept risks listed

Risks are commonly “scored” by using a heat map, as indicated in table 2.5 below.

As the likelihood and impact increase, the overall score of the risk increases. This is another way to denote the seriousness of each risk.

2.5 Risk Heat Map



Check-Point:

- Once you have developed your Public Engagement Plan (including audience analysis, budget, techniques, methods, timeline, communications, etc), it is time to go back to your key decision-makers (including managers, senior managers, Councillors, etc) to make sure you have the information and resources you require as well as support for your plan. You should obtain approval at this point to move forward so you can follow through with your plan.
- Take a moment to double check that your plan and communication match with your objectives of your public engagement activity and your level of public engagement on the Public Engagement Spectrum (Step 1, Section E).





Step 3: Implement

You have completed all your preparation and design steps and are now ready to implement your Public Engagement Plan.

Tips for Implementation

- Implement the plan based on the work done in the preparation and design stages
- Refer to your objectives and desired outcomes regularly to ensure you are on track
- Make adjustments to processes as required, in keeping with the objectives and desired outcomes
- Be clear with participants about their role and how their input will be used
- Keep in mind that flexibility is important. If something is not working, adjust and move on. Listen to what participants have to say about the process and make changes accordingly.
- Make sure you keep the participants informed of the timelines and the process. This will help to set clear expectations

Before proceeding, complete the Readiness Assessment (see Table 3.1) to confirm that you are ready to move forward. Make sure you are keeping track of the data and information you need for your evaluation plan.

As part of your implementation, ensure you are preparing good notes and keeping all information received from the public, your responses, and information on how this influenced the final product. Council may request all the information. Please see the notes in Step 2, Section E, Disclosure to Members of Council.



3.1 Readiness Assessment

Project:

Date:

Answering the following questions will enable you to assess whether your public engagement plan is ready to go.

Table 12 - Readiness Assessment

Readiness Statement	No	Somewhat	Yes
1. We can confirm the decision or the end result has not been made and that there is a purpose for the public engagement process.			
2. We know what information decision makers are looking for and how they will use it.			
3. We are able to provide the public with advanced notice of the engagement activities (i.e. 2 weeks in advance for in-person meetings).			
4. We have allowed enough time to solicit input (i.e. at least one month for online engagement).			
5. We have a clear understanding of what we need to know from the public.			
6. We have a project budget and have identified the resources we need to enable us to host an effective process.			
7. Decision-makers support the Public Engagement Plan.			
8. We have developed a Communications Plan with Corporate Communications.			
9. We have added our public engagement activity dates to the Public Engagement eSchedule.			
10. We can clearly articulate the required project decisions.			
11. We have assessed the timing of our project to build in time for appropriate participation from a diverse cross-section of the population.			
12. We have completed a risk identification and assessment.			
13. All documents and information are available in accessible formats.			
14. We have identified a project spokesperson in English and French.			

Readiness Statement	No	Somewhat	Yes
15. We have a plan to report back to the public on the process and how their input was used.			
16. We have considered our initiatives in the context of other City initiatives to identify and address possible duplication/potential barriers to participation by the public.			
17. We have assessed the public engagement climate: a. We have identified any past issues that might affect how the public may respond to us. b. We know who else has engaged with the public lately and how this might impact how the public responds to our engagement activities.			
18. We have developed an evaluation process with built in flexibility.			
19. We have developed participant satisfaction evaluation tools.			
20. Our process clearly aligns with the <i>Public Engagement Guidelines</i> .			

If you have answered “yes” to all the questions then you are in good shape to implement your engagement activities. If you answered “somewhat” or “no” to any questions, revisit those areas before moving forward.



Step 4: Analyze

The Analyze step involves:

- Analyzing all results of public feedback
- Preparing a findings report and other relevant documents for distribution
- Briefing decision-makers and other internal stakeholders about the feedback results and next steps

Whether working with a consultant or conducting the analysis yourself; analyze all feedback from participants. Whoever is analyzing your information should be involved in developing the questions to ensure everyone understands what is expected from the questions. Remember to keep all raw data as this may be requested by Council (Step 2, Section E, Disclosure to Members of Council).

Ensure you are able to provide information on the number of people who participated, the common themes, the differences of opinion, and how the information will be used. Consider how information received can/will influence the decision/outcome and make note. This analysis and rationale is important when presenting to the public and decision makers.

Ensure that you use plain language in your final reports so the information can be easily understood. If it is a large report, include an executive summary.



Prior to conducting your analysis and preparing your reports, you should know how you intend to distribute your information to the public and internal stakeholders (i.e. by report, on the web, etc). Be prepared to tailor the presentation of your findings to a particular method (i.e. web posting, mailing, etc). Ensure you follow the legislated requirement for making documents accessible, as it is easier to do this while creating documents than after the fact. Please see [OZONE for accessibility resources](#).

Your analysis and report should include **why** you are or are not using/including ideas and comments from the public. The Public Feedback Worksheet (see Table 4.1) provides you with a tool to collect and provide information to the public on how their information was used.

4.1 Public Feedback Worksheet

This worksheet can be used throughout the engagement process to track feedback and then to inform to the public after the activities are completed.

Table 13 - Public Feedback Worksheet

Suggestion from Public	Considerations	Included or Not Included	Why or Why not?

Check-Point:

- Ensure you obtain approval from your manager, senior management or Council, as appropriate, so they are aware of the findings before public release.
- Provide information to your identified spokespeople so they are prepared to answer questions about your findings.





Step 5: Report Back

Reporting back to participants is an essential step in the public engagement process. This step requires:

- Giving feedback to participants on what was heard, how their input was used and the impact of that input
- Sending timely thank-you letters
- Distributing final reports and other relevant documents
- Providing participants with information about next steps

There are two possible report back times:

1. After the engagement activity is done, with a general summary of the public engagement findings
2. When the final decision has been reached

You should always report back to the public when the final decision is reached. You will need to determine if it is necessary and appropriate to share a summary of the public engagement activity findings before this. This will depend on the size and scope of your Public Engagement Plan.



Tips:

- Keep in mind that how you report back should match your engagement methods. For instance, for a large engagement event, a posting on ottawa.ca or an email to a distribution list may be appropriate. The important point is to inform the public before or during your engagement activity about how you will be reporting back.
- Keep detailed information of all suggestions and ideas that are received from the public.
- Make sure your documents are accessible.
- Obtain management approval to publicly release all or a portion (summary) of the engagement activity report/feedback/findings.
- Be mindful of MFIPPA legislation when publicly releasing materials.

Check-Point:

- Ensure you are using personal information for purposes that are consistent with those that were listed in your collection statement and that there are no unauthorized disclosures (discussed in Step 2, Section E: Document Development).



Step 6: Evaluate

Evaluation is a critical part of every engagement effort, as it helps you understand if you have met your objectives and if not, why not. It also supports continuous improvement and learning. To ensure learning and to increase capacity for effective engagement, the Public Engagement Strategy emphasizes ongoing evaluation of engagement activities.

Evaluation will identify:

- The extent to which objectives were achieved
- What factors contributed to success and failure
- The return on investment

At this point, you should refer back to your objectives (identified in Step 1) as your evaluation should be tied to the goals and objectives of your public engagement process. Answer the question: What does success look like for all participants? Knowing the answer to this question will assist you to plan the evaluation of your engagement activities.

Also keep in mind and answer the following questions:

- What is the purpose of your evaluation?
- Who wants to know what?
- What will be measured and how?
- What resources are required, and when, to complete the evaluation?



The Evaluation Worksheet (Table 6.1) helps you to track information about your evaluation.

A. Purpose of the Evaluation

All projects need to demonstrate accountability to the community and to City Council. Understanding the purpose of the evaluation helps to clarify how the evaluation should be conducted and to define how the results will be used. The evaluation should be structured so that you can:

- Demonstrate that public engagement goals and objectives were met, including targets set for participation;
- Consider how satisfied the public was with the public engagement process;
- Identify improvements to public engagement processes; and
- Provide insights into what is effective in different situations.

Identify the purpose of your evaluation on the Evaluation Worksheet (Table 6.1).

B. Evaluation Questions

Now you need to determine what information is required by your various stakeholders, based on their interests. For example, one group of stakeholders may be interested in “what worked, what did not work and why” to apply to their own public engagement activities; another group of stakeholders may be interested in assessing if the design and/or technique was the most effective for the decision being made; another group may want to know how many people were engaged, in what way and how the information was used to develop and/or implement the plan, program or service.

Determine your evaluation questions based on the needs of your key stakeholders. Enter this information in the Evaluation Worksheet (Table 6.1).

C. Sources of Information and Measurement

To evaluate your public engagement process, you will need to gather information before, during and/or after your public engagement activities. The information collected is directly related to the purpose of your evaluation and to your evaluation questions.

Answer the questions:

- Where will the information come from?
- What methods will I use to collect information?

One key evaluation activity is to gather feedback from the participants of your public engagement process. This input can be gathered using feedback forms provided at the end of events, and/or through online questionnaires. Please see the sample Participant Feedback Form (see 6.2).

Document your sources of information and how you will measure each activity on the Evaluation Worksheet (Table 6.1).

D. Resources and Timelines

The last stage of building your evaluation plan is to determine who will do the evaluation activity and when to complete this activity. This last step provides you with an opportunity to assess resources required and decide if you need to modify your evaluation plan. Some information may be easier to gather and analyze than others.

Keep in mind that all the evaluation information needs to be analyzed. This is a key consideration when completing an assessment of your resources and timelines.

You may require a budget for your evaluation. Make sure you add this to your Budget Worksheet (found in Step 2, Section F, 2.3).

6.1 Evaluation Worksheet

This worksheet helps you to build your evaluation plan.

Table 14 - Evaluation Worksheet

Purpose of the evaluation	Key evaluation questions	Who is interested in the answer?	Sources of information	Methods of measurement	Who is responsible?	When?
<i>Example: To determine if the goals and objectives of our public engagement process were met</i>	<i>Example: How well has the project met its public engagement goals and objectives?</i>	<i>Example: Decision makers; Project team</i>	<i>Example: Project team</i>	<i>Example: Project records; Project team debrief</i>	<i>Example: Jane</i>	<i>Example: End of process</i>
<i>To determine if any improvement could have been made to the public engagement process</i>						
<i>To gain insights into what is effective in different situations</i>						

6.2 Participant Feedback Form (Sample)

Date: _____

Please take a few moments to answer the following questions about the Public Engagement [*consultation/collaboration, etc.*].

1. On a scale of 1 to 5, please indicate your level of overall satisfaction with the [*consultation/collaboration, etc.*]: (1 = Very Dissatisfied and 5 = Strongly Satisfied).
2. On a scale of 1 to 5, please indicate your level of agreement with the following statements: (1 = Strongly Disagree and 5 = Strongly Agree).

Table 15 –Participant Feedback Form

Statement	1 Strongly Disagree	2	3	4	5 Strongly Agree	Comments
The objectives of the session were clear.	1	2	3	4	5	Comment:
Information provided in advance helped me to prepare for the [<i>consultation/collaboration/etc.</i>]	1	2	3	4	5	Comment:
The presentation made by City staff about the [<i>subject matter</i>] was clear.	1	2	3	4	5	Comment:
There were sufficient opportunities to provide input.	1	2	3	4	5	Comment:
I understand how my feedback will be used.	1	2	3	4	5	Comment:
The next steps are clear.	1	2	3	4	5	Comment:

3. What could have been done differently to improve the [*consultation / collaboration*] session?
4. What worked well during the [*consultation / collaboration*] session?
5. Other comments – Please provide additional comments

Thank you for your feedback. It is important to us!



Step 7: Share Learning

Sharing your experiences, both the successes and the challenges, with colleagues across the Corporation allows all staff to learn and to improve their engagement activities. This can be facilitated through the Public Engagement Strategy Interdepartmental Staff Committee, where all departments are represented.

To help gather information and facilitate learning, the City of Ottawa Public Engagement Strategy Reporting Template (see 7.1) must be completed by all staff and sent to the [Public Engagement inbox](#) at the end of each public engagement process. These templates will be gathered together and may be shared with colleagues for learning purposes. A summary or example of this information may also be used to report to Committee and Council at predetermined intervals.

Please complete the City of Ottawa Public Engagement Strategy Reporting Template found on the next page and send to the [Public Engagement inbox](#).

7.1 City of Ottawa Public Engagement Strategy Reporting Template

Please complete this reporting template and submit to the [Public Engagement inbox](#) to share learning with others across the Corporation.

Table 16 - City of Ottawa Public Engagement Strategy Reporting Template

Name of project:
Contact person:
Department:
Type of public engagement (as per the Public Engagement Spectrum):
Technique(s) used (e.g. focus groups, survey):
Target groups, if applicable (e.g. youth, newcomers):
of participants:
Date of Activity/Time period:
BACKGROUND – Context/project behind the engagement:
PURPOSE OF ENGAGEMENT :
BRIEF DESCRIPTION OF ENGAGEMENT ACTIVITIES AND TECHNIQUES:
WHAT WORKED WELL AND WHY – Strengths/Successes?
WHAT DID NOT WORK WELL AND WHY – Challenges/Lessons Learned?
WHAT SHOULD BE DONE DIFFERENTLY NEXT TIME?
HOW WAS SUCCESS MEASURED – How do we know that the engagement was successful?
WHAT WAS THE PARTICIPANT SATISFACTION RATING – How did you measure this?
OTHER COMMENTS:

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The Public Engagement Guidelines and Toolkit were prepared by staff in the Strategic Community Initiatives Branch of the Community and Social Services Department.

Resources and References

Below are some resources and references available to you for more information.

Consult the Public Engagement Strategy page on OZONE for quick reference.

City of Ottawa Resources

[Accessibility for Ontarians with Disabilities Act](#)

[Accessibility Policy](#)

[Accessibility Resources – General Page](#)

[Accessible Formats and Communication Supports Procedure](#)

[Accessible Web Publishing Procedures](#)

[Bilingualism Policy](#)

[Communications Policy](#)

[Equity and Inclusion Lens](#)

[Event Planning Toolkit](#)

[Freedom of Information and Protection of Privacy FAQ](#)

[Neighbourhood Connections Office – Learn about Your Neighbourhood](#)

[Neighbourhood Connections Office – Meeting and Event Facilities](#)

[Neighbourhood Connections Office – Public Space, Innovation and Engagement](#)

[Project Management Policy and Framework](#)

[Public Engagement Strategy](#)

[Records Management Policy](#)

[Records Management Procedures](#)

Staff Supports

[Accessibility Office](#)

[Corporate Communications](#)

[French Language Services](#)

[Rural Affairs Office](#)

External Resources

[International Association for Public Participation \(IAP2\)](#)

[Ontario Municipal Social Services Association \(OMSSA\) – Guide to Accessible Public Engagement](#)

[Ontario Municipal Social Services Association \(OMSSA\) – Guide to Accessible Meetings](#)