



# Memorandum

700 North Road Gabriola Island, BC V0R 1X3

Telephone 250. 247-2063 FAX: 250. 247-7514

Toll Free via Enquiry BC in Vancouver 660-2421. Elsewhere in BC 1.800.663.7867

northinfo@islandstrust.bc.ca www.islandstrust.bc.ca

---

Date July 18, 2019 File Number GB 3050-01  
(Gabriola HAPC)

To Gabriola Island Housing Advisory Planning Commission (HAPC)

From Sonja Zupanec  
Island Planner

Re Local Trust Committee Referral – Housing Options and Impacts Review Project: Draft Engagement Strategy

---

At the July 11, 2019 regular business meeting, the Gabriola Island Local Trust Committee (LTC) passed the following resolution pertaining to the 'Housing Options and Impacts Review Project':

***“That the Gabriola Island Local Trust Committee refer the July 2019 draft engagement strategy to the Gabriola Housing Advisory Planning Commission (HAPC) for comments on implementation and next steps.”***

Please be prepared to review the draft engagement strategy (Attachment 1) in order to provide comments and/or recommendations to the LTC, with specific attention to:

- The draft HAPC workplan actions and deliverables;
- Potential engagement phases and methodology during the multi-year project;
- Confirmation of key themes and any required background information to assist in community engagement; and
- Identify preferred engagement methods and options to implement the strategy.

Planning staff will be have a 15-20 minute presentation for your HAPC meeting, including options for next steps for the HAPC to consider.

The HAPC will be asked to appoint a Chair, Vice Chair and Secretary at this next meeting. The roles and responsibilities of each are outlined in the APC Bylaw included in your orientation binder. The Secretary and Chair will be responsible for coordinating future meetings and notify planning staff, and Penny Hawley, Planning Team Assistant, of the confirmed date, time and location of all future meetings. Additional meetings may be required to complete this referral.

Should you have any technical questions in advance about the referral or project in general, or any procedural questions about the Housing Advisory Planning Commission, staff can be contacted directly at 250.247.2063 or email [szupanec@islandstrust.bc.ca](mailto:szupanec@islandstrust.bc.ca).

Thank you in advance for your participation in this project.

Sonja Zupanec, MCIP, RPP  
Island Planner

Enclosures:

1. Draft Engagement Strategy – *revised July 11, 2019*
2. Housing Options and Impacts Review Project Charter – *revised July 11, 2019*
3. IAP2 Spectrum of Public Participation
4. Planner Presentation Slides – *to be distributed at meeting*

# **DRAFT – Community Engagement Strategy for the Gabriola Island Housing Options and Impacts Review Project**

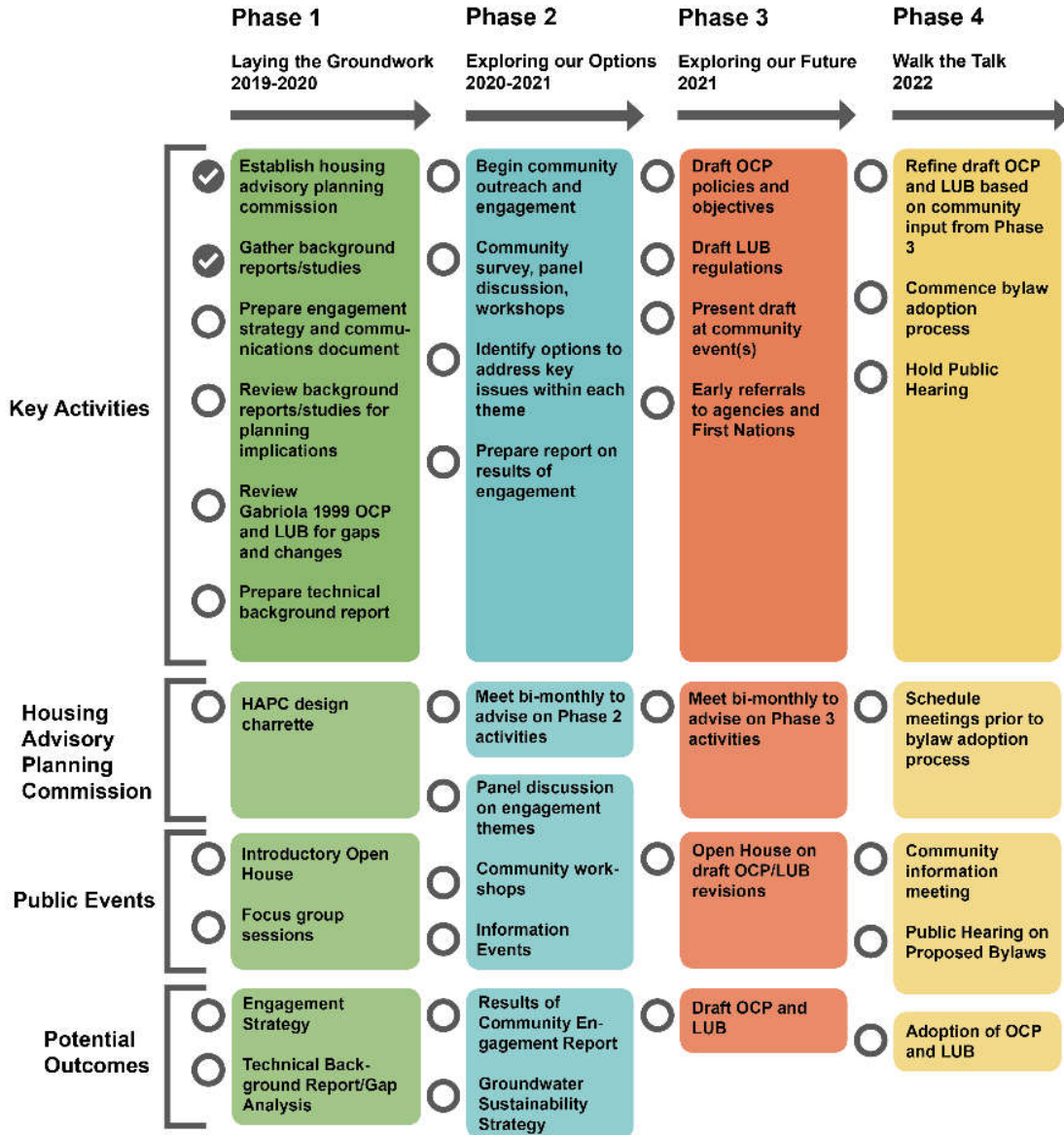
*The purpose of this engagement strategy is to answer the question “What do we need to do to make this project successful?”. This document is intended to assist the Gabriola Island Local Trust Committee (LTC), planning staff at the Islands Trust and the Gabriola Housing Advisory Planning Commission (HAPC) with identifying engagement approaches, topics for discussion and measures to evaluate the success of the Housing Options and Impacts Review Project.*

## **INTRODUCTION**

### **Project Description**

In early 2019 the Gabriola Island Local Trust Committee (LTC) committed to a multi-year land use planning review project on Gabriola Island called the ‘Housing Options and Impacts Review Project’. The goal of this project is to develop new policies and regulations that will promote an increase in housing options on Gabriola Island, coupled with a high level of protection of the island’s groundwater supply, remaining biodiversity and sensitive ecosystems. Ideally, affordable, appropriate, and adequate housing should be available for Gabriola residents of all abilities, incomes, lifestyles and household sizes. The Islands Trust mandate to preserve and protect the unique and fragile environment of the island communities sets the parameters for this housing initiative. This project builds on work by community groups and local governments over the last two decades, attempting to promote a greater diversity of housing options to meet the needs of residents, while protecting the island’s natural environment.

## Gabriola Housing Options and Impacts Review Project Timeline: 2019-2022



## Key Activities

The project would be implemented in four key phases over the next four years. The first phase, “**Laying the Groundwork**”, will establish a foundation of critical technical information on four main themes and ensure ample community dialogue and discussion. The second phase, “**Exploring our Options**” is intended to support a series of fulsome community and stakeholder engagement opportunities over the course of a year, evaluating specific options to address housing affordability, protection of the natural environment and an increase in housing diversity. The third phase, “**Exploring our Future**”, will translate the identified options from Phase two, into concrete policy or regulatory tools that could be included in the Gabriola Island [Official Community Plan](#) and [Land Use Bylaw](#). The final phase, “**Walk the Talk**” includes the formal bylaw amendment and review process, which would result in the adoption of new policies and regulations in support of the four project themes.

The tangible deliverables of this project will be:

- updated or new Official Community Plan policies addressing diversity of housing options, off-reserve indigenous housing needs, protection of the natural environmental and groundwater resources;
- updated or new Land Use Bylaw regulations that regulate land use, subdivision, density, siting, setbacks and height on Gabriola Island;
- Background reports on the technical analysis of the issues and results of the community engagement activities;
- Increased awareness and clarity on how the private, not-for-profit or government sectors can deliver housing support services or develop housing options on the Island;
- A groundwater sustainability strategy that helps identify recharge areas that should be protected from development, aquifer vulnerability, relevant climate change scenarios and low risk development areas on the island.

## VALUES AND PRINCIPLES FOR ENGAGEMENT

Values and principles are fundamental norms or rules that guide the perspective of an organized group of people, as well as their actions. The Engagement Strategy is built upon the following Guiding Principles of the Islands Trust:

- The primary responsibility of the Islands Trust Council is to provide leadership for the preservation, protection and stewardship of the amenities, environment and resources of the Trust Area.
- When making decisions and exercising judgment, Trust Council will place priority on preserving and protecting the integrity of the environment and amenities in the Trust Area.
- Trust Council will seek information from a broad range of sources in its decision-making processes, recognizing the importance of local knowledge in this regard.
- Trust Council believes that to achieve the Islands Trust object, the rate and scale of growth and development in the Trust Area must be carefully managed and may require limitation.
- Trust Council believes that open, consultative public participation is vital to effective decision making for the Trust Area.

The Engagement Strategy places a high value on:

### Inclusion

The strategy seeks to ensure that every voice can be heard in an authentic way, and to create opportunities for people to contribute when, where and how they feel most heard. As a key element of this, the strategy acknowledges the priority interest of First Nations in this and all processes. The [First Nations Engagement Principles](#) of the Islands Trust shall apply.

### Respect

The strategy seeks to ensure that every voice is treated equitably, and the feelings, rights and traditions of others are honoured through the engagement process. Input from the engagement will be wholly and broadly considered.

### Empowerment

The Strategy will result in an engagement process that shares relevant and accurate information in order to increase the self determination of the community so they can better represent their interests in the housing project.

### Innovation

The options and mechanisms for engagement will provide new ways for citizens and stakeholders to effectively participate in this project. Likewise, the strategy encourages innovation from participants as it seeks input around the identified issues, and encourages new approaches in how housing issues may be considered on Gabriola.

### Wholly and Equitably Informed

The strategy seeks to ensure that anyone and everyone has access to fulsome information around all of the issues related to this project and around the engagement process itself. Importantly, the strategy will ensure relevant information is available in a variety of ways and through multiple sources.

### Engagement as an Ongoing Process

This strategy, developed to meet the specific needs of the Housing Options and Impact Review process, will also provide a foundation for ongoing and future engagement on Gabriola on issues that the Local Trust Committee considers.

## PRIORITY ENGAGEMENT THEMES

The strategy has been developed around four key themes for this project. The themes are meant to serve two purposes: as a means of understanding the complexity of housing issues from the different perspectives, and as a way to ensure that the various interests on the island are respected and drawn into the conversation. These cornerstone themes include:

## 1. Housing Diversity and Affordability

The population of Gabriola has increased and diversified over time, in almost every demographic indicator – age, gender identity, community of origin, and economic stability. At the same time, various factors have combined to limit or reduce the inventory of housing options that are suitable to meet current needs. Future forecasts suggest that the current condition will only be exacerbated unless changes are made to increase the diversity of options and, in some cases, amount of housing available. Increasing the diversity of housing options, especially secure and affordable rental housing, is a central theme to this project.

## 2. Protecting Freshwater Aquifers

The Islands Trust Council has joined thousands of local governments around the world, declaring a [climate emergency](#). For all the islands in the Salish Sea, including Gabriola Island, the impacts of a changing climate mean serious threats to our already limited freshwater aquifers. Recent groundwater studies for Gabriola Island suggest that some areas of the island have already exceeded the capacity of the aquifers and critical recharge areas are being developed instead of left in a natural state. A groundwater sustainability strategy is urgently need for Gabriola to determine how much groundwater the community can use and how much the community can grow, and what the best management practices should be related to rainwater harvesting and re-use. Ensuring that this data is obtained and used to inform this projects' three other central themes is critical to the projects' success.

## 3. People at Risk

The most vulnerable people in our community are often the most impacted by the lack of appropriate housing options. We know that the number of under-housed and homeless is significant, and that those people are most at risk because of lack of appropriate housing. Many are already dealing with physical and mental health and substance use issues that may preclude them from securing safe and appropriate housing. These are the people in our community who may benefit most from secure housing, but are least able to find and retain it. The number of people in our community at risk appears to be growing, and the impact to Gabriola is borne by all residents. Ensuring the entire spectrum of housing (from emergency housing to market ownership) is represented on Gabriola Island is a central theme to this project.

## 4. Protecting Biodiversity

The United Nations Convention of Biological Diversity Aichi set targets of 17% of terrestrial areas to be protected by 2020. This figure has not been achieved by the Gabriola Island Local Trust Area, as less than 13% of terrestrial areas have been protected by 2020. Protection of biodiversity in the Gabriola Trust Area will require much higher levels of land conservation and more robust land use planning tools to minimize loss of species and to be able to allow for resilience of ecosystems to threats like climate change. Gabriola Island has higher pressure than other islands in the Islands Trust for development, with little to no land use planning tools to control it. Gabriola lost 95.5 ha of forested lands over the last 5 years due to deforestation and road and residential development, more than double that of any other island in the Trust. A central theme in this project is ensuring protection of not just the trees, but the forest floor, freshwater systems and native plants and animals on Gabriola Island while diversifying housing options.

## IDENTIFIED ACTIONS FOR THE HAPC

The following is a draft work plan for the Housing Advisory Planning Commission to undertake completion and implementation of this engagement strategy:

<b>HAPC Deliverables / Milestones</b>	<b>Target Completion Date</b>
<p>HAPC Review of the Engagement Strategy:</p> <ul style="list-style-type: none"> <li>● Identify and confirm clear role and decision making processes within HAPC Terms of Reference</li> <li>● Develop a collective understanding of four central themes of the project and identify information gaps and presentation options (web/print)</li> <li>● Provide recommendation to the LTC on potential changes to the draft Engagement Strategy/next steps</li> </ul>	September 2019
<p>In order to make recommendations to the LTC on engagement options to be utilized (town hall meetings, focus groups, online webinars, app-based engagement, social media, etc) and confirm available budget/resources, the HAPC will design and host a planning ‘charette’ style activity to develop an Workplan for community engagement:</p> <ul style="list-style-type: none"> <li>● Define goals of the charrette;</li> <li>● Identify necessary and/or available resources and budgets;</li> <li>● Identify participants (may begin with or be limited to HAPC members);</li> <li>● Undertake charette process (1-2 day concurrent sessions);</li> <li>● Understand and confirm proposed principles for engagement;</li> <li>● Refine supportive material (the ‘story’) to include and reflect the newly developed options;</li> <li>● Develop and approve a communication plan;</li> <li>● Consider and select supporting community ‘stories’ for use within communication vehicles;</li> <li>● Determine methods and paths of engagement based on defined options, strategy recommendations and available resources;</li> <li>● Determine clear role of HAPC within the engagement process;</li> <li>● Develop an ongoing evaluation process for the engagement strategy;</li> </ul>	February 2020
<p>Oversee and participate in the broader engagement process:</p> <ul style="list-style-type: none"> <li>● Undertake role(s) as defined;</li> <li>● Review and revise process based on ongoing evaluation to ensure that principles and goals are being met.</li> </ul>	March 2020 to March 2021
<ul style="list-style-type: none"> <li>● Oversee development of draft report on identified options and actions for LTC consideration.</li> </ul>	2021



## WHO IS BEING ENGAGED?

(insert infographic vs. table – sample only)

Interests	Represented By
Off reserve indigenous housing needs	First Nations
Gaps in the housing spectrum (emergency, shelter, rental)	Residents (full and part time)
Employee Accommodation (Seasonal, Temporary, Full time)	Businesses
Protecting rental tenure and affordability of housing	Community Groups
Protection of groundwater and biodiversity	Local, Regional, Provincial Governments, residents, community groups

## POTENTIAL OUTCOMES OF THIS REVIEW PROJECT

This project will allow the LTC to consider recommendations for policy and regulatory changes that can be accommodated within the Official Community Plan and Land Use Bylaw. Potential changes will reflect the principles and values of the Islands Trust and the community itself. These may include:

- updated or new Official Community Plan policies addressing diversity of housing options, protection of the natural environment and groundwater resources;
- updated or new Land Use Bylaw regulations and development permit areas that regulate land use, residential rental tenure zoning, subdivision, density, siting, setbacks and height on Gabriola Island;
- A groundwater sustainability strategy that helps identify recharge areas that should be protected from development, aquifer vulnerability, relevant climate change scenarios and low risk development areas on the Island;
- Background reports on the technical analysis of the issues and results of the community engagement activities; and
- Increased awareness and clarity on how the private, not-for-profit or government sectors can deliver housing support services or develop housing options on the Island within the revised regulatory framework.

## EVALUATION PROCESS

The strategy proposes an evaluation framework that considers the breadth and depth of engagement from both objective and subjective perspectives. At a high level, the evaluation process should include:

1. “Post-mortem” sessions to examine, diagnose, discuss, and dialogue the cause-and-effect links and assumptions regarding the engagement process, outcomes, and intended and unintended consequences and impacts;

2. A plan to organize and allocate resources for total evidence-based evaluation of the engagement process (who was engaged, how many, number of responses, depth and quality of responses);
3. Incorporation of lessons learned to be included in future engagements;
4. Development of an ongoing engagement strategy to support current and future LTC processes and projects.

Ensuring the validity of the engagement process will be critical in supporting the decision making process. Likewise, understanding how effective the engagement strategy, including the approach and tools used, has been will provide vital information to support ongoing engagement on Gabriola around housing and other issues.

## ADDENDUM

### CORNERSTONE COMMUNICATION

The purpose of this addendum is to summarize critical information that is pertinent to the examination of housing options and impacts on Gabriola Island.

#### Why a Housing Review? Why Now?

The discussion around current and future housing issues on Gabriola has been ongoing for decades on the Island, and the Local Trust Committee has worked hard to balance the values of the Islands Trust and the changing interests and needs of island residents, all within the framework of the Official Community Plan and Land Use Bylaws. Previous consultations have resulted in recommendations and subsequent bylaw changes to address specific issues around housing, but the broader issue hasn't been addressed in a cohesive way.

The population of the island has continually changed, as has its economic profile. Reasonable forecasts suggest that greater change and potential growth is forthcoming, and our current state is being described as critical from more than one perspective. The environmental impact of humans in the world around us as well as here on Gabriola is becoming more clearly understood. The need to understand and address First Nations' interests and priorities has moved to the forefront of our consciousness and among those who live here, there are seniors who are no longer able to stay in the houses they retired to who don't want to leave the island and community. There are families who can't find or afford a place to safely live and raise their children. Businesses who see the opportunity to grow and prosper, to create a sustainable Gabriola-based economy, are hindered or even halted by the inability to find employees because there is no affordable housing. Finally, our most vulnerable are at increased risk because the housing they find is unsafe and inadequate, if they can find housing at all.

These concerns lead to a clearly understood need for change, and a commitment from the Local Trust Committee to make changes that begin to address those issues – but only once they hear and understand how the community thinks and feels about them. The Local Trust Committee and the HAPC are working to provide you with many opportunities, and asking you for your time and thought to support them as they make the decisions that will shape how we live on Gabriola, now and in the foreseeable future.

## A Brief History of Affordable Housing on Gabriola

1980s	1990s	2000s	2010s	2018-19
<p><b>Seniors Village</b></p> <p>First rezoning application to the LTC for a 'seniors and special needs' housing project. Proposal was elaborate with shared amenities and green space. New zoning set a density limit of 28 units. What was constructed was very different than what was proposed with 14 duplex buildings, some strata owned, remaining rentals. No requirements for affordability or preservation of rental units.</p>	<p><b>Gabriola Gardens</b></p> <p>First rezoning application to the LTC for a seniors affordable housing development. Proposal for 36 rent controlled units. What was permitted was 24 units and as a result of a housing downturn the proposal was converted to market strata. Housing agreement requiring affordable housing was never registered on title so no requirement for units to be affordable or maintained as rentals.</p>	<p><b>Planning</b></p> <ul style="list-style-type: none"> <li>• June 2007 Gabriola Housing Solutions Forum was held</li> <li>• May 2009 Sustainable Gabriola group formed and identified housing as critical issue</li> <li>• Nov 2009 LTC commissioned 'Gabriola Affordable Housing Needs Assessment'</li> </ul>	<p><b>Research</b></p> <ul style="list-style-type: none"> <li>• 2010 Islands Trust "Community Housing Toolkit" published</li> <li>• 2011 OCP amended to include a new density bank and increases in density only for affordable housing for seniors or special needs</li> <li>• 2012 PHC report "Affordable Housing Strategy for Gabriola Island"</li> <li>• 2016 Islands Trust "Baseline Report on Affordable Housing in the Islands Trust"</li> <li>• 2016 secondary suite regulations updated.</li> </ul>	<p><b>Next Steps</b></p> <ul style="list-style-type: none"> <li>• 2018 Islands Trust "Housing Needs Assessment for the Northern Region" published</li> <li>• 2018 Gabriola Housing Society hosts an Affordable Housing Forum, in 2019 is registered as a charitable organization.</li> <li>• 2019 LTC launches a multi year 'Housing Options and Impacts Review Project' to update the OCP and LUB.</li> </ul>

### Critical Issues to Consider

How humans are housed, on Gabriola as elsewhere, has tremendous impact on the local environment, the community and, often, the world beyond. To better understand this, the current state is being considered from the perspective of four key themes.

- a. Housing Diversity and Affordability
- b. Protecting Freshwater Aquifers
- c. People at Risk
- d. Protecting Biodiversity

### Why Should You Engage in this Project?

The Housing Impact and Options Review Process will culminate in a set of recommendations for the Local Trust Committee to consider. These recommendations may include proposed policy and regulatory changes that impact the way current properties can be utilized and developed in the future. They may include changes to construction standards, and land use regulations on the Island. The intended impact will be defined in part by the engagement process, as will the recommendations. As a resident, property and or/business owner on Gabriola, you will likely feel the impact of these proposed changes.

### Call to action

The issues around housing on Gabriola are deep and complex. The LTC is committed to making changes to policy and regulations that strive to address those issues, in alignment with its broad principles and values and with the understanding, input and support of the community. Everyone who has a stake in this conversation has the right and opportunity to be involved. If you participate, your voice will be recognized and taken into account.

**(END OF TEXT)**

# Housing Options and Impacts Review Project - Charter v 3

Gabriola Island Local Trust Committee

Date: July 2019

**Purpose** To increase housing options on Gabriola Island through Official Community Plan (OCP) policies and Land Use Bylaw (LUB) regulations, in a manner which supports the Object of the Islands Trust, strengthens relations with Snuneymuxw First Nation and builds on the findings of the 2018 Northern Region Housing Needs Assessment.

**Background** This project builds on the Housing Options Review Project PHASE 1 completed in June 2018, which focused on secondary suites on lots 2 hectares or larger. The second phase of the project will consider a broader range of housing issues, and the potential for increased density on the island to accommodate increased housing options. Support for the Islands Trust's "preserve and protect" mandate, including a focus on indigenous housing needs and protecting the island's groundwater supply/water conservation, is an overarching consideration.

## Objectives

- Develop an Engagement Strategy to prioritize consultation methodology and topics.
- Strengthen relations with Snuneymuxw First Nation and incorporate First Nation perspectives into policy/regulatory options.
- Explore opportunities to foster affordable, rental, special needs and seniors housing and associated services on Gabriola Island in collaboration with Snuneymuxw First Nation, the RDN, health and housing service providers and community groups.
- Develop a strategy to address all housing continuum gaps identified in the 2018 Northern Region Housing Needs Assessment Report.
- Ensure proposed policy/regulatory changes are consistent with the Object of the Islands Trust and Islands Trust Policy Statement; Coastal Douglas fir and associated ecosystems protection toolkit and with focus on water protection/conservation and ecological footprint analysis.
- Develop a water sustainability strategy for the island.

## In Scope

### First Nations Relations and Perspectives

- Establish opportunities to incorporate First Nations perspectives on indigenous housing needs and inter-governmental collaboration for effective decision making.

### Regional Conservation Plan and Development Permit Areas:

- Consider new Development Permit areas for water conservation; form and character; and protection of biodiversity.
- Consider and incorporate RCP goals as part of the housing project.

### Water Sustainability Strategy:

- Develop an island wide water sustainability strategy that builds on the RDN water budget data, rainwater catchment and requirements of the *Water Sustainability Act*.

### Affordable/Attainable/Seniors/Special Needs Housing:

- Review definitions of "affordable" and "attainable" housing.
- Review OCP policies respecting affordable, rental, seniors, special needs housing, social needs, social well-being and social development; develop a new 'housing first' policy.
- Review amenity zoning and housing agreements; density bank policies; opportunities for rental zoning.

### Secondary Suites:

- Consider secondary suites on lots smaller than 2 hectares.

### Multi-dwelling and Mixed Use:

- Consider OCP designations, density provisions, LUB regulations, and Development Permit guidelines for multi-dwelling housing and mixed use buildings.

### Build Out Map:

- Review and update the Gabriola Island Build Out Map.

## Out of Scope

- Review of minimum lot sizes for subdivisions.
- Secondary suite provisions for lots 2 hectares or larger (*completed during Phase 1 Project*).
- Review of home occupation regulations.
- Review of marina/live-aboard regulations.
- Review of DP Areas 1 (Tunnel), 2 (Lock Bay Area), 3 (Riparian Areas), 5 (Gabriola Pass Area), 6 (Escarpment Areas), 9 (Light Industrial Use).

## Workplan Overview

Deliverable/Milestone	Date
LTC endorses project charter and Terms of Reference for a Housing APC.	Spring 2019 (COMPLETED)
HAPC and Planning staff finalize engagement strategy and HAPC workplan for LTC endorsement. Develop draft Terms of Reference for the groundwater sustainability strategy	Summer-Fall 2019
Initiate broad community consultation and engagement on review topics and groundwater research.	2020
Groundwater Strategy completed. Draft bylaw(s) presented to LTC for review; early referrals and consultation.	2021
Legislative process for proposed bylaw(s); adoption and communication materials	2021-2022

## Project Team

Island Planner	Project Manager/Planner
Regional Planning Manager	Project Sponsor
Freshwater Specialist	Groundwater Specialist
Legislative Clerk	Legislative Process/Bylaw Review
Communications /Planner 2	Communications / Planning Support
Housing APC	Community/First Nations Reps

**RPM Approval:**  
Date: July 12, 2018; Nov 22, 2018; Jan 31, 2019; Jul 11, 2019

**LTC Endorsement:**  
Resolution # GB-2018-115;  
GB-2019-013; GB-2019-0xx

## Budget:

Gabriola Housing Options and Impacts Review Project

Fiscal	Item	Cost
2019-2020	Engagement Strategy /web/print; groundwater TOR; begin consultation	\$5,000
2020-2021	Topic Consultation/Professional Facilitation/Legal Review of draft; groundwater sustainability strategy completed	\$15,000 (pending budget approval)
2020-2021-2022	Legislative Process (community information meetings; public hearing; advertising)	\$3,000 (pending budget approval)
	<b>Total</b>	<b>\$23,000</b>



# IAP2 spectrum

developed by the international association for public participation


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

## TECHNIQUES TO SHARE INFORMATION

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
<b>BILL STUFFERS</b>			
Information flyer included with monthly utility bill	Design bill stuffers to be eye-catching to encourage readership	Widespread distribution within service area  Economical use of existing mailings	Limited information can be conveyed  Message may get confused as from the mailing entity
<b>BRIEFINGS</b>			
Use regular meetings of social and civic clubs and organizations to provide an opportunity to inform and educate. Normally these groups need speakers. Examples of target audiences: Rotary Club, Lions Clubs, Elks Clubs, Kiwanis, League of Women Voters. Also a good technique for elected officials.	KISS! Keep it Short and Simple  Use "show and tell" techniques  Bring visuals	Control of information/presentation  Opportunity to reach a wide variety of individuals who may not have been attracted to another format  Opportunity to expand mailing list  Similar presentations can be used for different groups  Builds community goodwill	Project stakeholders may not be in target audiences  Topic may be too technical to capture interest of audience
<b>CENTRAL INFORMATION CONTACTS</b>			
Identify designated contacts for the public and media	If possible, list a person not a position  Best if contact person is local  Anticipate how phones will be answered  Make sure message is kept up to date	People don't get "the run around" when they call  Controls information flow  Conveys image of "accessibility"	Designated contact must be committed to and prepared for prompt and accurate responses  May filter public message from technical staff and decision makers  May not serve to answer many of the toughest questions
<b>EXPERT PANELS</b>			
Public meeting designed in "Meet the Press" format. Media panel interviews experts from different perspectives.  Can also be conducted with a neutral moderator asking questions of panel members.	Provide opportunity for participation by general public following panel  Have a neutral moderator  Agree on ground rules in advance  Possibly encourage local organizations to sponsor rather than challenge	Encourages education of the media  Presents opportunity for balanced discussion of key issues  Provides opportunity to dispel scientific misinformation	Requires substantial preparation and organization  May enhance public concerns by increasing visibility of issues


 An IAP2 Tipsheet provides more information about this technique.  
 Tipsheets are included as part of the course materials for IAP2's Techniques for Effective Public Participation.



TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
<b>FEATURE STORIES</b>			
<p>Focused stories on general project-related issues</p>	<p>Anticipate visuals or schedule interesting events to help sell the story</p> <p>Recognize that reporters are always looking for an angle</p>	<p>Can heighten the perceived importance of the project</p> <p>More likely to be read and taken seriously by the public</p>	<p>No control over what information is presented or how</p>
<b>FIELD OFFICES</b>			
<p>Offices established with prescribed hours to distribute information and respond to inquiries</p>	<p>Provide adequate staff to accommodate group tours</p> <p>Use brochures and videotapes to advertise and reach broader audience</p> <p>Consider providing internet access station</p> <p>Select an accessible and frequented location</p>	<p>Excellent opportunity to educate school children</p> <p>Places information dissemination in a positive educational setting</p> <p>Information is easily accessible to the public</p> <p>Provides an opportunity for more responsive ongoing communications focused on specific public involvement activities</p>	<p>Relatively expensive, especially for project-specific use</p> <p>Access is limited to those in vicinity of the center unless facility is mobile</p>
<b>HOT LINES</b>			
 <p>Identify a separate line for public access to prerecorded project information or to reach project team members who can answer questions/obtain input</p>	<p>Make sure contact has sufficient knowledge to answer most project-related questions</p> <p>If possible, list a person not a position</p> <p>Best if contact person is local</p>	<p>People don't get "the run around" when they call</p> <p>Controls information flow</p> <p>Conveys image of "accessibility"</p> <p>Easy to provide updates on project activities</p>	<p>Designated contact must be committed to and prepared for prompt and accurate responses</p>
<b>INFORMATION KIOSKS</b>			
<p>A station where project information is available.</p>	<p>Make sure the information presented is appropriately tailored to the audience you want to reach.</p> <p>Place in well traveled areas.</p> <p>Can be temporary or permanent.</p>	<p>Can reach large numbers of people.</p> <p>Can use computer technology to make the kiosk interactive and to gather comments.</p>	<p>Equipment or materials may "disappear".</p> <p>Information needs to be kept up to date.</p>




TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
<b>INFORMATION REPOSITORIES</b>			
Libraries, city halls, distribution centers, schools, and other public facilities make good locations for housing project-related information	<p>Make sure personnel at location know where materials are kept</p> <p>Keep list of repository items</p> <p>Track usage through a sign-in sheet</p>	<p>Relevant information is accessible to the public without incurring the costs or complications of tracking multiple copies sent to different people</p> <p>Can set up visible distribution centers for project information</p>	Information repositories are often not well used by the public
<b>LISTSERVES AND E-MAIL</b>			
Both listserves and email are electronic mailing lists. With listserves, anyone can register on the listserv to receive any messages sent to the listserv. With e-mail, someone needs to create and maintain an electronic distribution list for the project.	<p>People read and share e-mail quite differently from hard copy mail. Thus you must write messages differently.</p> <p>Augment with hard copy mail for those who prefer it or who don't have ready e-mail access.</p> <p>To share information of any sort including notifying stakeholders when new material is posted to a Web site, inviting them to upcoming meetings, including comment and evaluation forms, sharing summaries of meetings, comments and input, etc.</p>	<p>As an inexpensive way to directly reach stakeholders</p> <p>When you hope people will pass on messages to others since electronic-based mail is much easier to share than hard copies</p>	Can be difficult to maintain accurate, current e-mail addresses as these tend to change more frequently than postal addresses.
<b>NEWS CONFERENCES</b>			
	Make sure all speakers are trained in media relations	Opportunity to reach all media in one setting	Limited to news-worthy events
<b>NEWSPAPER INSERTS</b>			
A "fact sheet" within the local newspaper	<p>Design needs to get noticed in the pile of inserts</p> <p>Try on a day that has few other inserts</p>	<p>Provides community-wide distribution of information</p> <p>Presented in the context of local paper, insert is more likely to be read and taken seriously</p> <p>Provides opportunity to include public comment form</p>	Expensive, especially in urban areas

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
<b>PRESS RELEASES &amp; PRESS PACKETS</b>			
Press Releases	Fax or e-mail press releases or media kits	Informs the media of project milestones	Low media response rate
Press packets (provides resource and background information plus contact information)	Foster a relationship with editorial board and reporters	Press release language is often used directly in articles  Opportunity for technical and legal reviews	Frequent poor placement of press release within newspapers
<b>PRINT ADVERTISEMENTS</b>			
Paid advertisements in newspapers and magazines	Figure out the best days and best sections of the paper to reach intended audience  Avoid rarely read notice sections	Potentially reaches broad public	Expensive, especially in urban areas  Allows for relatively limited amount of information
<b>PRINTED PUBLIC INFORMATION MATERIALS</b>			
Fact Sheets	KISS! Keep It Short and Simple	Can reach large target audience	Only as good as the mailing list/distribution network
Newsletters	Make it visually interesting but avoid a slick sales look	Allows for technical and legal reviews	Limited capability to communicate complicated concepts
Brochures	Include a postage-paid comment form to encourage two-way communication and to expand mailing list	Encourages written responses if comment form enclosed	No guarantee materials will be read
Issue Papers		Facilitates documentation of public involvement process	
Progress Reports			
Direct Mail Letters	Be sure to explain public role and how public comments have affected project decisions. Q&A format works well		
<b>RESPONSIVENESS SUMMARIES</b>			
A form of documentation that provides feedback to the public regarding comments received and how they are being incorporated	May be used to comply with legal requirements for comment documentation.  Use publicly and openly to announce and show how all comments were addressed	Responsiveness summaries can be an effective way to demonstrate how public comments are addressed in the decision process.	With a large public, the process of response documentation can get unwieldy, especially if Web-based comments are involved.
<b>TECHNICAL INFORMATION CONTACTS</b>			
Providing access to technical expertise to individuals and organizations	The technical resource must be perceived as credible by the audience	Builds credibility and helps address public concerns about equity  Can be effective conflict resolution technique where facts are debated	Limited opportunities exist for providing technical assistance  Technical experts may counter project information



TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
<b>TECHNICAL REPORTS</b>			
Technical documents reporting research or policy findings	Reports are often more credible if prepared by independent groups	Provides for thorough explanation of project decisions	Can be more detailed than desired by many participants  May not be written in clear, accessible language
<b>TELEVISION</b>			
Television programming to present information and elicit audience response	Cable options are expanding and can be inexpensive  Check out expanding video options on the internet	Can be used in multiple geographic areas  Many people will take the time to watch rather than read  Provides opportunity for positive media coverage at groundbreaking and other significant events	High expense  Difficult to gauge impact on audience
<b>WORLD WIDE WEB SITES</b>			
 <p>Web site provides information and links to other sites through the World Wide Web. Electronic mailing lists are included.</p>	<p>A good home page is critical</p> <p>Each Web page must be independent</p> <p>Put critical information at the top of page</p> <p>Use headings, bulleted and numbered lists to steer user</p>	<p>Reaches across distances</p> <p>Makes information accessible anywhere at any time</p> <p>Saves printing and mailing costs</p>	<p>Users may not have easy access to the Internet or knowledge of how to use computers</p> <p>Large files or graphics can take a long time to download</p>

# TECHNIQUES TO COMPILE AND PROVIDE FEEDBACK





TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
<b>COMMENT FORMS</b>			
Mail-In-forms often included in fact sheets and other project mailings to gain information on public concerns and preferences  Can provide a Web-based or e-mailed form	Use prepaid postage  Include a section to add name to the mailing list  Document results as part of public involvement record	Provides input from those who would be unlikely to attend meetings  Provides a mechanism for expanding mailing list	Does not generate statistically valid results  Only as good as the mailing list  Results can be easily skewed
<b>COMPUTER-BASED POLLING</b>			
Surveys conducted via computer network	Appropriate for attitudinal research	Provides instant analyses of results  Can be used in multiple areas  Novelty of technique improves rate of response	High expense  Detail of inquiry is limited
<b>COMMUNITY FACILITATORS</b>			
Use qualified individuals in local community organizations to conduct project outreach	Define roles, responsibilities and limitations up front  Select and train facilitators carefully	Promotes community-based involvement  Capitalizes on existing networks  Enhances project credibility	Can be difficult to control information flow  Can build false expectations
<b>DELPHI PROCESSES</b>			
A method of obtaining agreement on forecasts or other parameters by a group of people without the need for a face-to-face group process. The process involves several iterations of participant responses to a questionnaire and results tabulation and dissemination until additional iterations don't result in significant changes.	Delphi processes provide an opportunity to develop agreement among a group of people without the need for meeting  Delphi processes can be conducted more rapidly with computer technology.  You can modify the Delphi process to get agreement on sets of individuals to be representatives on advisory groups, to be presenters at symposia, etc.	Can be done anonymously so that people whose answers differ substantially from the norm can feel comfortable expressing themselves.  A Delphi process can be especially useful when participants are in different geographic locations.	Keeping participants engaged and active in each round may be a challenge.
<b>IN-PERSON SURVEYS</b>			
One-on-one "focus groups" with standardized questionnaire or methodology such as "stated preference"	Make sure use of results is clear before technique is designed	Provides traceable data  Reaches broad, representative public	Expensive




TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
<b>INTERNET SURVEYS/POLLS</b>			
<p>Web-based response polls</p>	<p>Be precise in how you set up site; chat rooms or discussion places can generate more input than can be reviewed</p>	<p>Provides input from individuals who would be unlikely to attend meetings</p> <p>Provides input from cross-section of public, not just those on mailing list</p> <p>Higher response rate than other communication forms</p>	<p>Generally not statistically valid results</p> <p>Can be very labor intensive to look at all of the responses</p> <p>Cannot control geographic reach of poll</p> <p>Results can be easily skewed</p>
<b>INTERVIEWS</b>			
 <p>One-to-one meetings with stakeholders to gain information for developing or refining public involvement and consensus-building programs</p>	<p>Where feasible, interviews should be conducted in person, particularly when considering candidates for citizens committees</p>	<p>Provides opportunity for in-depth information exchange in non-threatening forum</p> <p>Provides opportunity to obtain feedback from all stakeholders</p> <p>Can be used to evaluate potential citizen committee members</p>	<p>Scheduling multiple interviews can be time consuming</p>
<b>MAILED SURVEYS &amp; QUESTIONNAIRES</b>			
 <p>Inquiries mailed randomly to sample population to gain specific information for statistical validation</p>	<p>Make sure you need statistically valid results before making investment</p> <p>Survey/questionnaire should be professionally developed and administered to avoid bias</p> <p>Most suitable for general attitudinal surveys</p>	<p>Provides input from individuals who would be unlikely to attend meetings</p> <p>Provides input from cross-section of public, not just activists</p> <p>Statistically valid results are more persuasive with political bodies and the general public</p>	<p>Response rate is generally low</p> <p>For statistically valid results, can be labor intensive and expensive</p> <p>Level of detail may be limited</p>
<b>RESIDENT FEEDBACK REGISTERS</b>			
 <p>A randomly selected database of residents created to give feedback to an agency, business, or organization about its services, priorities, project or contentious issues.</p>	<p>Think through what terms the participants should have. In the United Kingdom, 2 years is common.</p> <p>Using an independent company to select the participants will help allay any cynical concerns of “handpicking” residents to get the answer sponsors want</p>	<p>Useful in gathering input from “regular” citizens, on an ongoing basis, instead of just from representatives of interest groups or those who more typically come to meetings, participate on advisory groups, etc.</p> <p>Provides useful input without requiring people to come to meetings</p>	<p>Panel may not be credible with the larger community if people feel they have not been selected fairly.</p>




TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
<b>TELEPHONE SURVEYS/POLLS</b>			
Random sampling of population by telephone to gain specific information for statistical validation	Make sure you need statistically valid results before making investment  Survey/questionnaire should be professionally developed and administered to avoid bias  Most suitable for general attitudinal surveys	Provides input from individuals who would be unlikely to attend meetings  Provides input from cross-section of public, not just those on mailing list  Higher response rate than with mail-in surveys	More expensive and labor intensive than mailed surveys




TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
<b>APPRECIATIVE INQUIRY PROCESSES</b>			
 <p>Appreciative inquiry is a systematic process that uses the art and practice of asking questions and building upon narrative communications to surface imagination, innovation and commitment to action.</p>	<p>Requires “whole system” involvement; participants should be a microcosm of the potentially affected public.</p> <p>Process requires an especially high level of engagement by core team members.</p>	<p>Creates high level of engagement and commitment to change as an ongoing process, not a one-time event.</p> <p>Fosters positive, grassroots level action</p> <p>Connects the community by celebrating stories that reflect the best of what is and has been.</p>	<p>Participants need to “own” and co-create the process. Core team members may burn out.</p> <p>Given the high level of engagement, people expect to see changes as a result of the process.</p> <p>The sponsor of the process needs to be truly committed to the outcomes.</p>
<b>CHARRETTES</b>			
 <p>Intensive session where participants design project features</p>	<p>Best used to foster creative ideas</p> <p>Be clear about how results will be used</p>	<p>Promotes joint problem solving and creative thinking</p>	<p>Participants may not be seen as representative by larger public</p>
<b>CITIZEN JURIES</b>			
 <p>Small group of ordinary citizens empanelled to learn about an issue, cross-examine witnesses, make a recommendation. Always non-binding with no legal standing</p> <p>More Info: Citizen Jury® The Jefferson Center <a href="http://www.jefferson-center.org">www.jefferson-center.org</a> or <a href="http://www.soc.surrey.ac.uk/SRU/SRU37.html">www.soc.surrey.ac.uk/SRU/SRU37.html</a></p>	<p>Requires skilled moderator</p> <p>Commissioning body must follow recommendations or explain why</p> <p>Be clear about how results will be used</p>	<p>Great opportunity to develop deep understanding of an issue</p> <p>Public can identify with the “ordinary” citizens</p> <p>Pinpoint fatal flaws or gauge public reaction</p>	<p>Resource intensive</p>
<b>COFFEE KLATCHES – KITCHEN TABLE MEETINGS</b>			
<p>Small meetings within neighborhood usually at a person's home</p>	<p>Make sure staff is very polite and appreciative</p>	<p>Relaxed setting is conducive to effective dialogue</p> <p>Maximizes two-way communication</p>	<p>Can be costly and labor intensive</p>
<b>COMPUTER-ASSISTED MEETINGS</b>			
<p>Any sized meeting when participants use interactive computer technology to register opinions</p>	<p>Understand your audience, particularly the demographic categories</p> <p>Design the inquiries to provide useful results</p> <p>Use facilitator trained in the technique and technology</p>	<p>Immediate graphic results prompt focused discussion</p> <p>Areas of agreement/disagreement easily portrayed</p> <p>Minority views are honored</p> <p>Responses are private</p> <p>Levels the playing field</p>	<p>Software limits design</p> <p>Potential for placing too much emphasis on numbers</p> <p>Technology failure</p>






TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
<b>DELIBERATIVE DIALOGUES</b>			
 <p>A systematic dialogic process that brings people together as a group to make choices about difficult, complex public issues where there is a lot of uncertainty about solutions and a high likelihood of people polarizing on the issue. The goal of deliberation is to find where there is common ground for action.</p>	<p>Considerable upfront planning and preparation may be needed. The deliberation revolves around 3 or 4 options described in an Issue or Options booklet.</p> <p>Process should be facilitated by a trained moderator.</p> <p>Deliberation should occur in a relatively small group, about 8 to 20 people. A larger public may need to break into several forums, requiring more moderators.</p>	<p>Participants openly share different perspectives and end up with a broader view on an issue.</p> <p>A diverse group identifies the area of common ground, within which decision makers can make policies and plans.</p>	<p>Participants may not truly reflect different perspectives.</p> <p>Participants are not willing to openly discuss areas of conflict.</p>
<b>DELIBERATIVE POLLING PROCESSES</b>			
 <p>Measures informed opinion on an issue</p> <p>More Info: The Center for Deliberative Democracy <a href="http://cdd.stanford.edu">http://cdd.stanford.edu</a></p>	<p>Do not expect or encourage participants to develop a shared view</p> <p>Hire a facilitator experienced in this technique</p>	<p>Can tell decision makers what the public would think if they had more time and information</p> <p>Exposure to different backgrounds, arguments and views</p>	<p>Resource intensive</p> <p>Often held in conjunction with television companies</p> <p>2- to 3-day meeting</p>
<b>DIALOGUE TECHNIQUES</b>			
 <p>An intentional form of communication that supports the creation of shared meaning.</p>	<p>Dialogue requires discipline to intentionally suspend judgment and fully listen to one another. Participants need to be open to communication that engages both thinking and feeling.</p> <p>Participants need to feel safe to speak truthfully.</p> <p>It is important to carefully craft questions to be addressed in dialogue.</p>	<p>The group engages in “the art of thinking together” and creates shared meaning on a difficult issue.</p> <p>A new understanding of a problem or opportunity emerges.</p>	<p>Participants are “ready” to engage in dialogic communication. They may not be able to move from individual positions and reflectively listen to each other.</p>
<b>FAIRS &amp; EVENTS</b>			
 <p>Central event with multiple activities to provide project information and raise awareness</p>	<p>All issues — large and small — must be considered</p> <p>Make sure adequate resources and staff are available</p>	<p>Focuses public attention on one element</p> <p>Conducive to media coverage</p> <p>Allows for different levels of information sharing</p>	<p>Public must be motivated to attend</p> <p>Usually expensive to do it well</p> <p>Can damage image if not done well</p>

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
<b>FISHBOWL PROCESSES</b>			
<p>A meeting where decision makers do their work in a “fishbowl” so that the public can openly view their deliberations.</p>	<p>The meeting can be designed so that the public can participate by joining the fishbowl temporarily or moving about the room to indicate preferences.</p>	<p>Transparent decision making. Decision makers are able to gauge public reaction in the course of their deliberations.</p>	<p>The roles and responsibilities of the decision makers and the public may not be clear.</p>
<b>FOCUSED CONVERSATIONS</b>			
 <p>A structured approach to exploring a challenging situation or difficult issue by using a series of questions arranged in four stages:</p> <p>Objective — Review facts</p> <p>Reflective —Review emotional response</p> <p>Interpretive — Review meaning</p> <p>Decisional — Consider future action</p>	<p>Plan the series of questions ahead of time and don’t skip a step.</p> <p>May be used in many different settings, from debriefing a process to exploring the level of agreement on a given topic.</p> <p>Be clear on the intent of the conversation.</p>	<p>People learn new information and insights on a complex issue.</p> <p>People learn to respect and understand other views.</p> <p>The decisional steps leads to individual or collective action.</p>	<p>People jump ahead to interpretation or decisions and lose the meaning of the structured process.</p>
<b>FOCUS GROUPS</b>			
 <p>Message testing forum with randomly selected members of target audience. Can also be used to obtain input on planning decisions</p>	<p>Conduct at least two sessions for a given target</p> <p>Use a skilled focus group facilitator to conduct the session</p>	<p>Provides opportunity to test key messages prior to implementing program</p> <p>Works best for select target audience</p>	<p>Relatively expensive if conducted in focus group testing facility</p> <p>May require payment to participants</p>
<b>FUTURE SEARCH CONFERENCES</b>			
 <p>Focuses on the future of an organization, a network of people or community</p> <p>More Info: Future Search Network <a href="http://www.futuresearch.net">www.futuresearch.net</a></p>	<p>Hire a facilitator experienced in this technique</p>	<p>Can involve hundreds of people simultaneously in major organizational change decisions</p> <p>Individuals are experts</p> <p>Can lead to substantial changes across entire organization</p>	<p>Logistically challenging</p> <p>May be difficult to gain complete commitment from all stakeholders</p> <p>2- to 3-day meeting</p>
<b>MEETINGS WITH EXISTING GROUPS</b>			
<p>Small meetings with existing groups or in conjunction with another group’s event</p>	<p>Understand who the likely audience is to be</p> <p>Make opportunities for one-on-one meetings</p>	<p>Opportunity to get on the agenda</p> <p>Provides opportunity for in-depth information exchange in non-threatening forum</p>	<p>May be too selective and can leave out important groups</p>

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
<b>ONGOING ADVISORY GROUPS</b>			
 <p>A group of representative stakeholders assembled to provide public input to the planning process.</p> <p>May also have members from the project team and experts.</p>	<p>Define roles and responsibilities up front</p> <p>Be forthcoming with information</p> <p>Use a consistently credible process</p> <p>Interview potential committee members in person before selection</p> <p>Use third-party facilitation</p>	<p>Provides for detailed analyses for project issues</p> <p>Participants gain understanding of other perspectives, leading toward compromise</p>	<p>General public may not embrace committee's recommendations</p> <p>Members may not achieve consensus</p> <p>Sponsor must accept need for give-and-take</p> <p>Time and labor intensive</p>
<b>OPEN HOUSES</b>			
 <p>An open house encourages the public to tour at their own pace. The facility should be set up with several informational stations, each addressing a separate issue. Resource people guide participants through the exhibits.</p>	<p>Someone should explain format at the door</p> <p>Have each participant fill out a comment sheet to document their participation</p> <p>Be prepared for a crowd all at once — develop a meeting contingency plan</p> <p>Encourage people to draw on maps to actively participate</p> <p>Set up stations so that several people (6-10) can view at once</p>	<p>Foster small group or one-on-one communications</p> <p>Ability to draw on other team members to answer difficult questions</p> <p>Less likely to receive media coverage</p> <p>Builds credibility</p>	<p>Difficult to document public input</p> <p>Agitators may stage themselves at each display</p> <p>Usually more staff intensive than a meeting</p>
<b>OPEN SPACE MEETINGS</b>			
 <p>Participants offer topics and others participate according to interest</p> <p>More Info: H.H. Owens &amp; Co. <a href="http://www.openspaceworld.com">www.openspaceworld.com</a></p>	<p>Important to have a powerful theme or vision statement to generate topics</p> <p>Need flexible facilities to accommodate numerous groups of different sizes</p> <p>Ground rules and procedures must be carefully explained for success</p>	<p>Provides structure for giving people opportunity and responsibility to create valuable product or experience</p> <p>Includes immediate summary of discussion</p>	<p>Most important issues could get lost in the shuffle</p> <p>Can be difficult to get accurate reporting of results</p>
<b>PANELS</b>			
<p>A group assembled to debate or provide input on specific issues</p>	<p>Most appropriate to show different news to public</p> <p>Panelists must be credible with public</p>	<p>Provides opportunity to dispel misinformation</p> <p>Can build credibility if all sides are represented</p> <p>May create wanted media attention</p>	<p>May create unwanted media attention</p>

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
<b>PUBLIC HEARINGS</b>			
<p>Formal meetings with scheduled presentations offered. Typically, members of the public individually state opinions/positions that are recorded.</p>	<p>May be required by sponsor and/or legal requirement</p>	<p>Provides opportunity for public to speak without rebuttal</p>	<p>Does not foster constructive dialogue</p> <p>Can perpetuate an “us vs. them” feeling</p>
<b>PUBLIC MEETINGS</b>			
 <p>An organized large-group meeting usually used to make a presentation and give the public an opportunity to ask questions and give comments. Public meetings are open to the public at large</p>	<p>Set up the meeting to be as welcoming and receptive as possible to ideas and opinions and to increase interaction between technical staff and the public.</p> <p>Review all materials and presentations ahead of time.</p>	<p>Participants hear relevant information and have an open opportunity to ask questions and comment.</p> <p>People learn more by hearing others’ questions and comments.</p> <p>Legal requirements are met</p>	<p>The meeting escalates out of control because emotions are high.</p> <p>Facilitators are not able to establish an open and neutral environment for all views to be shared.</p>
<b>REVOLVING CONVERSATIONS (ALSO KNOW AS SAMOAN CIRCLES)</b>			
 <p>Leaderless meeting that stimulates active participation</p> <p>More Info: Larry Aggens www.involve.com</p>	<p>Set room up with center table surrounded by concentric circles</p> <p>Need microphones</p> <p>Requires several people to record</p>	<p>Can be used with 10 to 500 people</p> <p>Works best with controversial issues</p>	<p>Dialogue can stall or become monopolized</p>
<b>STUDY CIRCLES</b>			
 <p>A highly participatory process for involving numerous small groups in making a difference in their communities.</p>	<p>Study circles work best if multiple groups working at the same time in different locations and then come together to share.</p> <p>Study circles are typically structured around a study circle guide</p>	<p>Large numbers of people are involved without having them all meet at the same time and place.</p> <p>A diverse group of people agrees on opportunities for action to create social change.</p>	<p>Participants may find that the results are hard to assess and may feel that the process didn’t lead to concrete action.</p> <p>It may be difficult to reach and engage some segments of the community.</p>
<b>SYMPOSIA</b>			
<p>A meeting or conference to discuss a particular topic involving multiple speakers.</p>	<p>Provides an opportunity for presentations by experts with different views on a topic.</p> <p>Requires upfront planning to identify appropriate speakers.</p> <p>Needs strong publicity.</p>	<p>People learn new information on different sides of an issue.</p> <p>Provides a foundation for informed involvement by the public.</p>	<p>Experts don’t represent different perspectives on an issue.</p> <p>Controversial presenters may draw protests.</p>

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
<b>TASK FORCES – EXPERT COMMITTEE</b>			
A group of experts or representatives formed to develop a specific product or policy recommendation	<p>Obtain strong leadership in advance</p> <p>Make sure membership has credibility with the public</p>	<p>Findings of a task force of independent or diverse interests will have greater credibility</p> <p>Provides constructive opportunity for compromise</p>	<p>Task force may not come to consensus or results may be too general to be meaningful</p> <p>Time and labor intensive</p>
<b>TOURS AND FIELD TRIPS — GUIDED AND SELF-GUIDED</b>			
 <p>Provide tours for key stakeholders, elected officials, advisory group members and the media</p>	<p>Know how many participants can be accommodated and make plans for overflow</p> <p>Plan question/answer session</p> <p>Consider providing refreshments</p> <p>Demonstrations work better than presentations</p> <p>Can be implemented as a self-guided with an itinerary and tour journal of guided questions and observations</p>	<p>Opportunity to develop rapport with key stakeholders</p> <p>Reduces outrage by making choices more familiar</p>	<p>Number of participants is limited by logistics</p> <p>Potentially attractive to protestors</p>
<b>TOWN MEETINGS</b>			
A group meeting format where people come together as equals to share concerns.	<p>Town meetings are often hosted by elected officials to elicit input from constituents.</p> <p>There are cultural and political differences in the understanding of the term “town meeting.” It may be interpreted differently wherever you are working.</p>	<p>Views are openly expressed.</p> <p>Officials hear from their constituents in an open forum.</p>	<p>The meeting escalates out of control because emotions are high.</p> <p>Facilitators are not able to establish an open and neutral environment for all views to be shared.</p>
<b>WEB-BASED MEETINGS</b>			
Meetings that occur via the Internet	<p>Tailor agenda to your participants</p> <p>Combine telephone and face-to-face meetings with Web-based meetings.</p> <p>Plan for graphics and other supporting materials</p>	<p>Cost and time efficient</p> <p>Can include a broader audience</p> <p>People can participate at different times or at the same time</p>	<p>Consider timing if international time zones are represented</p> <p>Difficult to manage or resolve conflict</p>

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
<b>WORKSHOPS</b>			
 <p>An informal public meeting that may include presentations and exhibits but ends with interactive working groups</p>	<p>Know how you plan to use public input before the workshop</p> <p>Conduct training in advance with small group facilitators. Each should receive a list of instructions, especially where procedures involve weighting/ ranking of factors or criteria</p>	<p>Excellent for discussions on criteria or analysis of alternatives Fosters small group or one-to-one communication</p> <p>Ability to draw on other team members to answer difficult questions</p> <p>Builds credibility</p> <p>Maximizes feedback obtained from participants</p> <p>Fosters public ownership in solving the problem</p>	<p>Hostile participants may resist what they perceive to be the “divide and conquer” strategy of breaking into small groups</p> <p>Several small-group facilitators are necessary</p>
<b>WORLD CAFES</b>			
 <p>A meeting process featuring a series of simultaneous conversations in response to predetermined questions</p> <p>Participants change tables during the process and focus on identifying common ground in response to each question.</p>	<p>Room set-up is important. The room should feel conducive to a conversation and not as institutional as the standard meeting format.</p> <p>Allows for people to work in small groups without staff facilitators.</p> <p>Think through how to bring closure to the series of conversations.</p>	<p>Participants feel a stronger connection to the full group because they have talked to people at different tables.</p> <p>Good questions help people move from raising concerns to learning new views and co-creating solutions.</p>	<p>Participants resist moving from table to table.</p> <p>Reporting results at the end becomes awkward or tedious for a large group.</p> <p>The questions evoke the same responses.</p>