



CHARLOTTETOWN HALL

Community Engagement Framework

MARCH 2022



charlottetown.ca/engage



If you have any questions about the City's community engagement framework or initiatives, please contact the Communications team.



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INTRODUCTION

Community engagement plays an integral role in city-building and what makes the city of Charlottetown a vibrant, welcoming and inclusive place to live, work and enjoy.

We are committed to meaningful and authentic engagement that will help us develop and deliver programs, projects and activities that the community wants. The framework was developed to help clarify the engagement process, offer clear direction on how residents can get involved and ensure that the purpose of engagement is evident throughout every step of the process.

There is no question that the people of Charlottetown are invested in the successful operation of the municipality: they rely on the quality services that the city provides every day. Together, as City staff, Members of Council, residents, businesses and stakeholders, we share the common goal of building a better community; who could be a better collaborator in this venture than the people who make up the unique fabric of our community?

For that reason, our Community Engagement Framework - *Charlottetown Hall* - explains how, when and why the City will engage with the community.

Specifically, this document:

- outlines the guiding principles of effective engagement;
- formalizes the community engagement process;
- defines the various levels of engagement;
- proposes activities to inform, involve and collaborate with participants; and,
- establishes how to measure the success of an engagement process.

Our framework is based on best practices established by the International Association for Public Participation (IAP2).

Local government is not a spectator sport; it is participatory, and a robust community engagement process is an integral component to an open and transparent government. Effective, consistent and inclusive engagement will establish stronger partnerships, lead to more informed decisions and provide the city with a reliable barometer of the public's opinion on upcoming projects and emerging issues.

Together, our community engagement efforts will help Charlottetown continue to develop and deliver quality programs and services – now and in the future.



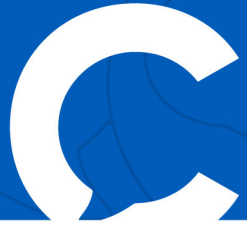
GUIDING PRINCIPLES

The Community Engagement Framework utilizes the following set of guiding principles:

- Inclusive
- Respectful
- Authentic
- Collaborative
- Consistent

**“The future depends on what
we do in the present.”**

- Gandhi



ENGAGEMENT PROCESS

A well-defined engagement process implemented consistently across the organization is key to the City's community engagement efforts.

When engagement is identified as an opportunity to support a project or decision, the four steps of our engagement process are: **DEFINE, PLAN, ACT** and **REPORT BACK**.

DEFINE

Defining the parameters of any engagement process early on is a foundational step.

The 'Define' step includes:

1. Defining the purpose of the engagement process
 - What decision needs to be made?
 - What are the objectives?
 - What background information/context on the project is needed?
 - What information can we share with the community?
2. Defining the level of engagement
 - What can the community influence?
 - What cannot be changed?
 - Which engagement level is most appropriate?
 - At what points in the process can we engage?
3. Defining the budget and resources/tools
 - What are the technical or planning steps that engagement should be tied to?
 - What staffing, resources and tools are needed?
 - What budget is needed to execute a successful engagement process?

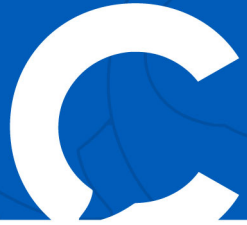


PLAN

The plan will serve as a roadmap for engagement.

The 'Plan' step includes:

1. Developing an engagement plan
 - What is the project or process timeline?
 - Is this a phased approach?
 - How will success be measured?
2. Identifying stakeholders, community organizations and targeted audiences
 - Who has an interest?
 - Who will be directly or indirectly impacted?
 - Who else needs to know?
3. Establishing the appropriate approach and activities
 - What communication channels and activities are most appropriate?
 - What can we do to adapt activities and techniques to this specific project, program or process to make it fun, interactive and inspiring?
4. Determining roles and responsibilities
 - What roles are needed to make these efforts effective?
 - What are the responsibilities of each role?
5. Establishing ways to report back and measure success
 - How and when will the team report back?
 - What key performance indicators will be used to measure success?



ACT

At this step, the engagement plan is put into action.

The 'Act' step includes:

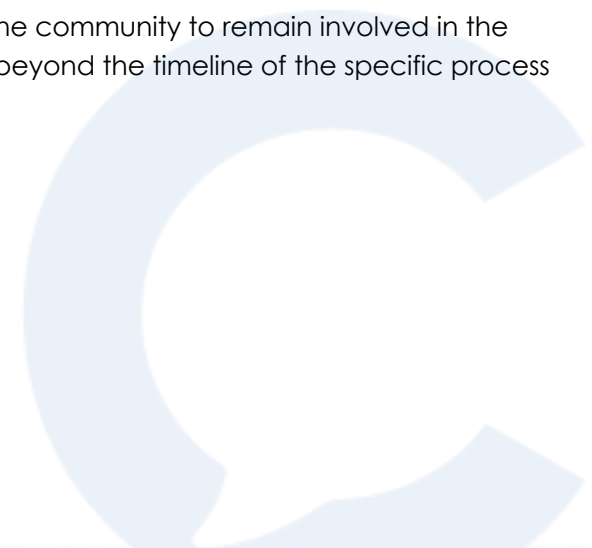
- Implementing the engagement plan
- Listening and learning in an authentic and genuine manner
- Providing clear and up-to-date information related to a project
- Promoting meaningful, two-way conversations
- Keeping track of feedback received
- Using a 3rd party neutral facilitator (when applicable)

REPORT BACK

It is important to report back to the community and those involved in the process on the impact of their input.

The 'Report Back' step includes:

- Informing the community about the outcome of their participation and next steps in a timely manner
- Identifying how and where feedback fits into the overall process or decision-making and how it has shaped the outcome(s)
- Inviting the community to remain involved in the process beyond the timeline of the specific process

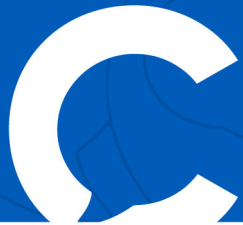




ENGAGEMENT SPECTRUM

The City's community engagement framework has four levels of engagement: **INFORM**, **CONSULT**, **INVOLVE** and **COLLABORATE**. The spectrum is further outlined below.

	INFORM	CONSULT	INVOLVE	COLLABORATE
GOAL	To share information	To gather information	To work together	To partner and work together
OUR PROMISE	We will share information We will work to build awareness and understanding	We will listen, learn and share We will incorporate feedback and ideas, where possible	We will work with you We will ensure ideas are reflected in the decision-making process and outcomes, where possible	We will look to you for advice and innovation We will develop recommendations or solutions and incorporate advice and recommendations into the decision-making process
COMMUNICATION STYLE	One-way City to community	Two-way (one time) City to community and community to City	Two-way (multiple times) City to community, community to City, City back to community before a final decision	Two-way ongoing and in depth (multiple times) City to community, community to City and back and forth multiple times before a final decision



	INFORM	CONSULT	INVOLVE	COLLABORATE
OUR RESPONSIBILITY	Share information Make the final decision	Provide multiple opportunities for all voices to be heard and considered Make final decision/recommendation and report back	Provide multiple opportunities to influence decision-making Consider recommendations and ideas Make final decision/recommendation and report back	Provide multiple opportunities to influence decision making In partnership with the community, make final decision/recommendation and report back
COMMUNITY'S RESPONSIBILITY	Learn	Participate	Participate	Participate
DECISION TYPE	A decision that has been made and needs to be shared A decision that cannot be changed by the community but that impacts the community A decision that requires awareness	A decision that requires input and feedback to shape the final outcome A decision that benefits from consensus of feedback to support the final outcome	A decision that benefits from multiple sectors/audiences buy-in and participation A decision that benefits from the assurance that the final outcome has local relevancy and support When looking for expert advice from targeted groups	A decision that requires multiple sectors/audiences buy-in and participation A decision that requires assurance that the final outcome has local relevancy and support When looking for expert advice from targeted groups

Note: The spectrum is a continuum whereby the community becomes more involved the further to the right you go. There is no level that is better or worse; it is about selecting the appropriate level of involvement for a given situation. Each level builds upon the levels to the left. This means that if you are 'involving' the community, you are also informing and consulting with them.



ENGAGEMENT ACTIVITIES

The activities listed below highlight various techniques that the City can use at each level of engagement.

INFORM	CONSULT	INVOLVE	COLLABORATE
Social Media	Surveys / Polling	Design Charrettes	Volunteer Advisory Committees and Boards
Advertisements	Focus Groups	Workshops / Roundtables	Working groups / Task Forces
Website	Community Open Houses	Coffee Chats / Conversation Circles	Partnerships with Local Community
Signage and Digital Screens	Public Meetings		Groups
Email Notifications	Stakeholder		Participatory Decision-Making (i.e. budget process)
Council Meetings	Interviews		
Publications, Brochures and Newsletters	Pop Up Activations/Special Events		
Backgrounders, FAQs and Factsheets	Comment Forms		
News and Notices (media releases, public notices, web stories)	Telephone / Online Town Halls		
Print Materials (i.e. ads, door hangers/bill stuffers, fact sheets, etc.)			

Note: Activities from a preceding engagement spectrum level can be used, however it is not recommended that activities from higher engagement spectrum levels be used as this can create unintended expectations and appear disingenuous.

For example, if the engagement spectrum level is Consult, the activities from the Inform level can also be used. However, it is not recommended that activities from the Involve or Collaborate levels be used.



ENGAGEMENT TEAM

Recommended roles and responsibilities:

PROJECT LEAD

Any staff member responsible for a project or decision that includes engagement. With support from the Communications department, will lead the design, planning and implementation of the engagement process.

COMMUNICATIONS LEAD

Staff that offers strategic communications planning, digital media and brand support. Provides support and guidance through the design and delivery of engagement processes.

DEPARTMENT HEAD OR DCAO/CAO

Reviews the design of the engagement process and provides support and approval to the Engagement Team.





EVALUATION

We are committed to continually improving and investing in our Community Engagement Framework and related processes and procedures, as a valued part of how we work. By evaluating and measuring the success of these efforts and their outcomes, we can use lessons learned for future projects and initiatives.

The following are examples of key metrics that can be measured to ensure we continually improve and refine our efforts.

- Number of projects that have a documented engagement plan
- Overall community awareness of engagement opportunities
- Number of online interactions
- Number of in-person interactions
- Number of social media interactions
- Number of engagement activities
- Number of channels used to communicate engagement opportunities
- Number of stakeholders, community groups and businesses reached
- Length of time for each engagement opportunity
- Number of staff trained in community engagement
- Number of community engagement staff training/learning opportunities
- Number of new participants in engagement
- Participants' perceived value of participating
- Cost of engagement per project





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