

The Integrated Community Sustainability Plan (ICSP) Public Participation Plan

Prepared by the Planning Department, July 14, 2008

Introduction

The Planning Department of the Town of Bridgewater has been given the task of designing and implementing the community's Integrated Community Sustainability Plan (ICSP). The ICSP is a 20 to 30-year vision for the community that recognizes the interconnected dimensions of environmental, social, cultural, and economic development and focuses on integrating them.

Given the broad nature of the ICSP, it will have the mandate to plan for large and small scale community infrastructure, investments, programs, and services. It considers the implications of all forms of planning (including land-use) on environmental and social sustainability. It has the ability to strategically shape the future direction of the community and as a result it will affect all stakeholders within the community.

In order to ensure that all stakeholders are consulted, an important element of the ICSP is **public participation**, through which stakeholders have the opportunity to actively shape the direction of the ICSP. This Public Participation Plan articulates a thorough participatory process for engaging Bridgewater community members and stakeholders in the development of the Town's ICSP. Sustainability issues are complex, and an informed public is critical to developing a successful community plan. This plan, therefore, has 2 overarching objectives:

- To educate the community on sustainability
- To work proactively with the community to develop sustainability solutions

The two ends cannot be achieved without each other, and so are considered integral to all parts of the public participation process. Through this plan:

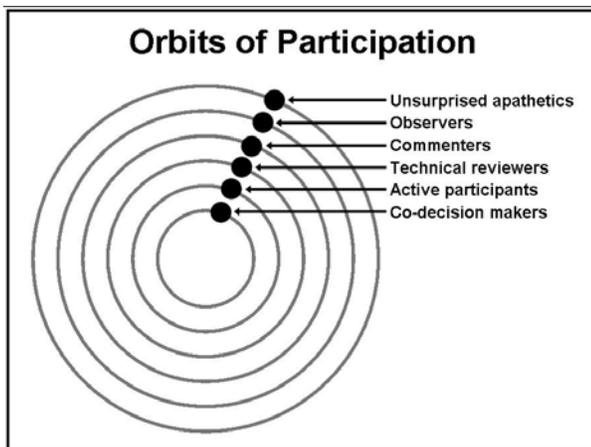
- **stakeholders** are identified
- potential **issues** and **controversies** are identified
- key **decision steps** are outlined, and public **consultation objectives** are described in relation to each step
- the intended **information exchanges** between the planners and the public are described
- appropriate public **consultation tools** are described, along with **timelines** and outcomes
- **evaluation** and review methods are described

Public Participation

Public participation is both a means and an end. It is a process where local people provide input and cooperate or collaborate with planners to ensure acceptable and successful outcomes, whereby initiatives can be implemented more effectively. It is also a goal that helps people acquire knowledge, skills, and experiences that are important for understanding and supporting sustainability and for negotiating change. Public participation¹:

1. is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process
2. includes the promise that the public's contribution will influence the decision
3. promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers
4. seeks out and facilitates the involvement of those potentially affected by or interested in a decision
5. seeks input from participants in designing how they participate
6. provides participants with the information they need to participate in a meaningful way
7. communicates to participants how their input affected the decision

Stakeholders (those who will be affected by the ICSP) form a diverse group of people and organizations, both inside and outside Bridgewater. Stakeholders have varying degrees to which they will want to take part in the development of the ICSP, or “have their voice heard”. As a result, stakeholders can be described as being in different “orbits of participation”:



- **Unsurprised apathetics** – are given the opportunity to participate, but choose not to in any way
- **Observers** – may not participate, but may inform public opinion
- **Commenters** – will voice their ideas to inform the plan
- **Technical reviewers** – influence the process
- **Active participants** – collaborate to develop the plan
- **Co-decision makers** – approve the plan

Sustainability planning requires both broad as well as deep participation from stakeholders in the community. In order to meet that planning need, and to serve the participatory needs of different stakeholders, public consultation pathways are chosen to reflect appropriate use of a range of tools within the following spectrum of increasing public inclusion:

- **Inform public** - *websites, open houses, newsletters, announcements*
- **Feedback** - *surveys, interviews, polls*

¹ “Principles for Public Participation”, from the International Association for Public Participation (www.iap2.org)

- **Consultation** - *focus groups, public meetings*
- **Involvement** - *design charettes, stakeholder meetings*
- **Joint planning** - *advisory groups, task forces, partnerships*
- **Citizen control** - *neighborhood councils, citizen self-management, shared financial control*

Thorough public inclusion is critical to the success of a major planning initiative such as this one for sustainability. For such complex issues, preference is given to public participation strategies that:

- Involve a broad range of stakeholders
- Allow repeated contact with the same stakeholders
- Favor dialogue over debate, consensus over divisiveness

It is our belief that the higher the quality of the **dialogue** that develops through this process, the higher the quality of the sustainability plan that will be achieved.

Preliminary Consultation

The following organizations and groups have been involved in developing and reviewing this plan:

- Town of Bridgewater
 - Planning Department (lead)
 - Strategic Initiatives Coordinator
- Sustainability Planning Focus Group (a public advisory group to the sustainable community planning process)

Level of Interest

Based on early discussions with stakeholders, and the experiences of other communities, we anticipate the following level of interest from the community:

- **General public:** low interest – though most Canadians support the idea of sustainability in principle, we anticipate that overall it will be challenging to engage the broader public in this process. There will likely be a relatively small but vocal group of supportive stakeholders. Turnout at public events will be low to moderate for non-controversial topics, and higher for more controversial or critical decisions. We need to work hard to develop public participation techniques that will engage as many people as possible.
- **Special interest groups:** low interest for issues that don't relate directly to their specific cause, but high for issues that relate to their cause, to the point of sparking controversy. Examples include: business associations → economic or taxation issues; environmental groups → environmental issues; social equity groups → equity and affordability issues. It should be possible to engage a number of special interest groups in consultative partnerships.
- **Business community:** low interest in general, but it should be possible to engage a number of businesses and associations in consultative partnerships

- **Other community organizations:** low to moderate interest but it should be possible to engage a number of businesses and associations in consultative partnerships

Stakeholders

Stakeholders were identified broadly by asking questions such as: “who will be responsible for approving and implementing the ICSP?” “Who might be affected by the ICSP?” “Who will be supportive or offer opposition?” “Who are the voiceless?” Through this process, the following stakeholders were identified:

Internal - Ultimately, Town Council approves the ICSP. The following groups actively manage and make decisions on the development and content of the ICSP:

- Town Council
- Municipal departments and their employees
- Sustainable Planning Focus Group, including its sub-groups and taskforces

Community - Since the ICSP is a broad and long-term plan for Bridgewater, the entire local community will be affected by it. Community stakeholders are considered to be everyone who lives, works, or visits our town constantly or intermittently, including citizens at large from all demographic groups, representing present and future generations. Special attention should be paid to consulting with the following stakeholder groups:

- **Community members:**
 - Of a diversity of ages, ethnicities, creeds, genders, abilities, and political orientations
 - Of a diversity of socio-economic backgrounds and levels of education
 - Of a diversity of relationships to the community, including homeowners, students, employees, etc, as well as people who come into town for services
 - Of present as well as future generations (those yet un-born)
- Landowners and developers
- A diversity of local **businesses**, including their owners, managers, and staff
- A diversity of local **NGO’s** (non-government organizations), including their boards, members, staff, and volunteers:
 - Community and special interest groups, clubs and associations
 - Organizations that provide health and social services, from large organizations such as hospitals to small ones such as daycares
 - Churches and faith groups
 - Educational organizations, including schools and colleges, and their associated boards
 - Development and business associations

External - Some people and organizations are not associated only with our local community, but have a role to play in our sustainable community plan. Special attention should be paid to consulting with the following stakeholder groups:

- Landowners and developers
- A diversity of **government organizations**, including federal, provincial, and municipal agencies
- Neighboring municipalities, including the Municipality of the District of Lunenburg
- Regional NGO’s and associations

Natural Systems - Some “stakeholders” have no human voice in this process, but make up an intimate part of our local natural heritage. They include local & regional landscapes & ecosystems (rivers, forests, oceans, plants & animals) that are affected by human activity.

Issues

Sustainability is a broad topic that touches on many aspects of community life. Potential issues related to sustainable community planning, that stakeholders may bring to the table as either “real” or “perceived” concerns:

- Environmental
- Economic
- Health
- Social
- Governance
- Safety
- Cultural
- Community Services

Preparation for Controversy

Sometimes planning for sustainability will cause “hot” or difficult issues to surface which may cause a stir in the community or resistance from stakeholders. Sustainability touches on so many potentially controversial issues that it’s impossible to plan for dealing with all difficult discussions. However, the following strategies will help us deal with them in general:

- **Accountability** – presenting a clear and fair public process which we adhere to
- **Early research** – providing some information on the sustainability of the community to inform stakeholders in early discussions. Examples include information on local energy use, water quality, the economic status of the community, affordability of housing, health, rates of growth, etc. with an eye to uncovering likely future trends if our habits continue as usual. Research can also include examples of what sustainability initiatives have worked elsewhere.
- **Future research** – being prepared for further studies as more information may be needed on difficult issues. Challenging questions may come up that need exploration, and we need to be prepared to deal with them.
- **Fiscal responsibility** – being accountable with public finances is key to keeping the public trust in this process. In the bigger picture, new policies and strategies recommended for the community by the ICSP need to have sound fiscal solutions behind them.

Key Decisions and Public Participation Needs

This section identifies key decisions that need to be made in planning the ICSP, the public participation objectives for each decision, and the necessary information exchange with stakeholders.

Key Decision	Status
Phase I: Pre-Planning	
① Approval of high-level ICSP Project Outline	<i>(Complete)</i>
② Establish the ICSP public advisory group (SPFG)	<i>(Complete)</i>
③ Create a public participation plan	<i>(this document)</i>

Key Decision	Status
Phase II: ICSP Levels	
① Select sustainability framework	(Complete)
② Develop a community vision for sustainability	
③ Develop and prioritize sustainability issues	
a) Identify sustainability issues for the community	
b) Prioritize the sustainability issues	
④ Develop sustainability strategies and goals	
⑤ Identify sustainability actions	
⑥ Identify sustainability tools and indicators	
Phase III: Document Creation & Review Steps	
① Develop sustainability / land-use documents (ICSP, CIP, MPS, LUB, SB)	
② Provincial review of sustainability documents	

In achieving high quality public consultation on the topic of sustainability, the public needs to be well informed. Thus the information exchange between planners and the public is described as well. In general, the public needs to be well-informed of the following:

- **The process** – how, when, where, who, why, and what’s next? Who’s managing it? How is public input incorporated into the process? Clear and simple language.
- **Sustainability** – what is it? How does it relate to our community? What are the risks of not becoming sustainable? Clear and simple language.
- **Involvement** – How can the public become involved? How can they make their voice heard? How can they contribute toward a sustainable community?

Phase I: Pre-Planning

Pre-Planning ①: Approval of high-level ICSP Project Outline (COMPLETE)

This document outlines the Planning Department’s process and timeline for completing the ICSP and Planning Documents Review.

- Objectives
- Develop a project outline, based on best practices and Provincial requirements
 - Obtain approval for plan by Council
 - Ensure that the document is widely available and transparent

<u>Information to stakeholders</u> <ul style="list-style-type: none"> ▪ Council: background information on sustainability and the need for the ICSP in this community 	<u>Information from stakeholders</u> <ul style="list-style-type: none"> ▪ Council: feedback and approval of the plan
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Pre-Planning ②: Establish the ICSP public advisory group (SPFG) (COMPLETE)

In order to engage as many stakeholders as possible, and to maintain a high degree of public representation and accountability to the sustainable community planning process, the Planning Department will establish a new body, the Sustainable Planning Focus Group (SPFG). This multi-stakeholder group acts as an advisory body to the planning department, and is charged with:

- providing advice and feedback on the sustainability planning process
- representing diverse stakeholder interests in the process, and
- championing the cause of the planning process (sustainability) in the general community.

- Objectives
- Develop Terms of Reference for SPFG and selection criteria for membership
 - Recruit members based on selection criteria
 - Ensure that existence and membership of the SPFG is widely known and transparent

<u>Information to stakeholders</u>	<u>Information from stakeholders</u>
<ul style="list-style-type: none"> ▪ Council: function of the SPFG and need for it ▪ Prospective members: function of SPFG and responsibilities of membership 	<ul style="list-style-type: none"> ▪ Council: approval in principle of the SPFG ▪ Prospective members: interest & availability

Pre-Planning ③: Create a public participation plan (this document)

Sustainability planning requires both broad as well as deep participation from stakeholders in the community. In order to meet that planning need, and to serve the needs of different stakeholders, public consultation pathways are chosen to reflect appropriate use of a range of tools within a spectrum of public inclusion.

- Objectives
- Identify early stakeholders to consult with in creating the public participation plan
 - Establish broad agreement on plan from early stakeholders
 - Ensure that the plan is widely available and transparent

<u>Information to stakeholders</u>	<u>Information from stakeholders</u>
<ul style="list-style-type: none"> ▪ Importance of developing a public participation plan ▪ Needs of ICSP planning process 	<ul style="list-style-type: none"> ▪ Identification of ICSP stakeholders, issues, information needed by stakeholders, appropriate public participation techniques and strategies, and evaluation tools ▪ Validation of plan

Phase II: ICSP Levels

Level 1: Select sustainability framework (Complete)

A framework will be selected that creates a common language for sustainability at the highest strategic level, and forms the foundation for the entire process.

- Objectives
- Develop sustainability framework criteria and describe suitable framework through a rationale
 - Obtain internal stakeholder endorsement of selected framework
 - Obtain Council endorsement of selected framework
 - Ensure that the Framework is widely available and transparent

<u>Information to stakeholders</u>	<u>Information from stakeholders</u>
<ul style="list-style-type: none"> ▪ Importance of having guiding sustainability framework ▪ Education on framework content 	<ul style="list-style-type: none"> ▪ SPFG, Senior Management, and Council: validation of framework

Level 2: Develop a community vision for sustainability

The community will be consulted in creating a vision statement for sustainability for the Town, which will articulate the future desired sustainable state of this community. Input from Imagine Bridgewater and the Strategic Plan will inform the vision. Visioning will be done based on a long-term understanding of community sustainability – on the order of 30-100 years into the future.

- Objectives
- Gather vision ideas from community through meetings and events
 - Analyse vision ideas based on the Sustainability Framework
 - Synthesize Vision ideas into statement of Vision
 - Validate Vision statement among consulted stakeholders and Council
 - Transparently communicate and celebrate Vision

<u>Information to stakeholders</u>	<u>Information from stakeholders</u>
<ul style="list-style-type: none"> ▪ Definition of sustainability through the Framework ▪ Basic context on sustainability issues facing Bridgewater ▪ Importance of vision ▪ Qualities needed in a vision 	<ul style="list-style-type: none"> ▪ Vision elements gathered through educational workshops ▪ Validation of vision

Level 3a: Identify sustainability issues for the community

The community will be evaluated through the lens of our sustainability principles and vision, and areas in need of improvement will be identified. The public will be consulted on sustainability issues, and the feedback from Imagine Bridgewater will be fed into the process as well.

- Objectives
- Gather issue concerns from community:
 - Stakeholders consulted through meetings & events
 - Council consulted by analyzing the new Strategic Plan through workshops
 - Imagine Bridgewater is analyzed for issues
 - Ensure that issues are compatible with Sustainability Framework and Vision
 - Synthesize issues into comprehensive & logically organized document, including data & information (indicators) where possible
 - Ensure that the issues are widely available and transparent

<u>Information to stakeholders</u>	<u>Information from stakeholders</u>
<ul style="list-style-type: none"> ▪ Definition of sustainability through Framework ▪ Basic context on sustainability issues facing Bridgewater ▪ Importance of identifying issues ▪ Qualities needed in a vision 	<ul style="list-style-type: none"> ▪ Issue concerns gathered through educational workshops

Level 3b: Prioritize the sustainability issues

A system for analyzing sustainability issues will be developed and used to identify the most pressing concerns and opportunities for improvement. Prioritization will be a public, transparent process.

- Objectives
- Develop criteria for prioritizing issues based on Framework and Vision
 - Develop a clear way to present the issue analysis
 - Consult with stakeholders on how issues should be prioritized
 - Validate prioritization of issues with stakeholders and Council
 - Ensure that the issue prioritization is widely available and transparent

<u>Information to stakeholders</u>	<u>Information from stakeholders</u>
<ul style="list-style-type: none"> ▪ Sustainability framework, vision and issues ▪ Outcome of issue analysis tool ▪ Implications of creating prioritizations 	<ul style="list-style-type: none"> ▪ Preferred prioritization ▪ Validation of prioritization

Level 4: Develop sustainability strategies and goals

In each prioritized issue area, we will develop a set of strategies (short, medium, and long-term) to maximize the potential for reaching the desired future state of sustainability. This work may be carried out through public Taskforces.

- Objectives
- Set up taskforces as necessary to work on issue areas. Ensure that existence and membership of the Taskforces is widely known and transparent
 - In-depth work by Taskforces (and other teams) to:
 - Describe long-term sustainability vision for the issue area
 - Describe current sustainability in issue area
 - Design high-level strategies & goals to move from current reality to future vision by means of backcasting technique
 - Identify potential indicators & tools to measure success
 - Unify strategies and goals in all issue areas
 - Validate strategies and goals with stakeholders and Council
 - Ensure that the strategies / goals are widely known and transparent

Information to stakeholders

- Prospective members: function of Taskforces and responsibilities of membership
- Sustainability framework, vision, and information on issue to be worked on
- How backcasting works
- Implications of creating strategies & goals

Information from stakeholders

- Prospective members: interest & availability
- Taskforces: descriptions of future success and current reality, and detailed strategies and goals to achieve sustainability in issue areas
- Validation of unified strategies & goals by stakeholders

Level 5: Identify sustainability actions

Individual action items will be planned to start implementing the necessary changes. Action items will be prioritized according to transparent criteria. This work will be carried out largely through the same established Taskforces.

- Objectives
- Develop criteria for prioritizing actions based on Framework, Vision, Strategies and Goals
 - On-going work by taskforces to determine detailed actions and timelines to achieve their strategies and goals, using backcasting technique
 - Unify actions & timelines from all taskforces
 - Validate unified actions & timelines with stakeholders and Council
 - Ensure that the actions are widely known and transparent

Information to stakeholders

- More information on issue to be worked on, as necessary
- Fiscal and organizational needs of Town of Bridgewater, and other potentially affected stakeholders

Information from stakeholders

- Taskforces: detailed actions & timelines to achieve sustainability goals and strategies in issue areas
- Validation of unified actions & timelines by stakeholders

Level 6: Identify sustainability tools and indicators

Tools and indicators for monitoring progress and reporting on sustainability initiatives will be selected by Taskforces. Tools will include success indicators, which evaluate progress towards sustainability, management protocols for reviewing and updating policies, and organizational structures for maintaining the process.

- Objectives
- Develop criteria for tools & indicators
 - On-going work by taskforces to determine tools and indicators for their issue areas, and for the management of sustainability as a whole
 - Unify indicators from all taskforces
 - Ensure that the indicators are widely known and transparent

<p><u>Information to stakeholders</u></p> <ul style="list-style-type: none"> ▪ More information on issue to be worked on, as necessary ▪ Fiscal and organizational needs of Town of Bridgewater, and other potentially affected stakeholders 	<p><u>Information from stakeholders</u></p> <ul style="list-style-type: none"> ▪ Taskforces: tools and indicators to measure sustainability progress in issue areas
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Phase III: Document Creation & Review

Step 1: Develop sustainability / land-use documents (ICSP, CIP, MPS, LUB, SB)

Results and decisions from each element of the ICSP will be written in a comprehensive ICSP document, and its accompanying CIP (Capital Investment Plan). Feedback from stakeholders will be collected at key points during the process. During this process, revisions will be made also to the land-use documents (MPS, LUB, SB), though those will follow their own timeline and review process.

- Objectives
- Write relevant components of public consultation process into the ICSP and CIP
 - Hold public event(s) to showcase results of the planning process and collect community feedback
 - In-depth public participation meetings with stakeholders to validate plans
 - Ensure that content of planning documents is in line with statements of Provincial intent
 - Public hearing to approve planning documents
 - Approval of planning documents by Council
 - Ensure that the planning documents are widely known and transparent
 - Celebrate the achievement!
 - Evaluate public participation process

<p><u>Information to stakeholders</u></p> <ul style="list-style-type: none"> ▪ Information on all components of the process (Framework, Vision, Issues, Prioritization, Strategies & Goals, and Actions) ▪ Information on the public participation process, and how decisions were reached 	<p><u>Information from stakeholders</u></p> <ul style="list-style-type: none"> ▪ Feedback / concerns about the planning documents ▪ Validation of the planning documents ▪ Approval from Council
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Step 2: Provincial review of sustainability documents

On completion of the ICSP and CIP, the documents will be submitted to the Province for review. Similarly, the revised land-use documents (MPS, LUB, SB) will also be submitted.

- Objectives
- Deliver planning documents to Province for review
 - Report back to stakeholders the results of the provincial review

<p><u>Information to stakeholders</u></p> <ul style="list-style-type: none"> ▪ Province: planning documents and public participation process 	<p><u>Information from stakeholders</u></p> <ul style="list-style-type: none"> ▪ Province: approval of documents
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Special Circumstances

Public participation strategies for achieving the above objectives may be limited or affected by the following factors:

- **Level of interest** – since low to moderate public interest is expected, our public participation efforts should incorporate a diversity of participation strategies
- **Political sensitivities** – Imagine Bridgewater and Council’s Community Plan are major initiatives that our public participation avenues need to work together with in order to avoid overlap. Clear explanation must be given how these consultations complement each other.
- **Accessibility** – we must be aware of the “digital divide” (lack of access to internet by a significant numbers of stakeholders). Many stakeholders are highly limited in terms of time availability, and flexibility must be a part of our strategy to meet their needs.
- **Level of public knowledge** – though most Canadians agree that sustainability is a good thing, the technical dimensions of this topic are not well understood by the public, so all public consultation needs to have an education component. People should never be asked to provide feedback on complex issues that they don’t understand. Consultation should be focused to the needs and level of knowledge of stakeholders.
- **Friendliness / hostility / apathy toward issue** – most Canadians are neutral to friendly toward sustainability initiatives, although skepticism exists that sustainability goals can be realized. A large segment of the population does not support changing behaviours without incentives and education. Active hostility toward sustainability initiatives is uncommon but does happen. Effort should be made to seek out potentially hostile stakeholders and bring them into the participatory process early.
- **Organizational credibility** – though the public generally supports and trusts the work of the Town of Bridgewater, skepticism may exist that the local and provincial governments are genuinely interested in sustainability, and that this planning exercises such as this will be beneficial for the community. Trust needs to be developed with stakeholders to build their support for the process.
- **Resources** – the Sustainability Planner is a full-time staff member dedicated to this public participation process until early 2010. Together with the Director of Planning, members of the SPFG, and potential organizational partners, much public participation work can be accomplished,

but human labor is still limited. We will need to put a cap on the amount of consultation that can be done. Fiscally, resources are limited but potentially flexible. We have \$13,750 budgeted for public participation work in the 08-09 fiscal year (excluding staff time). More funding may be accessible through the Gas Tax and government grants.

Appropriate Public Participation Pathways

We have identified 3 major pathways through which public participation can be achieved:

Pathway 1: Partnerships. Organizations in and around Bridgewater will be invited to join the ICSP planning process as official “sustainability partners”. Partners sign a Sustainability Partnership Agreement, through which they agree to the principles of our project (sustainability and public participation), and commit to participating with our project for a 2 year term. Partners will ideally include a range of businesses, non-government organizations, and community groups. Partners will be sourced by invitation, and the goal of partner selection is to maximize diversity and interest. The terms and timelines of involvement are clearly laid out in the Agreement.

Partnerships will be “project focused”, in that they will be geared toward the planning needs of the ICSP. Partner organizations commit to making their staff / member time available for joining meetings and workshops with targeted stakeholders, as well as the public events scheduled for the wider community. As a prerequisite, partners agree to educate themselves about sustainability and to develop their own sustainability practices.

Pathway 2: Public events. Key events will be planned in order to reach the general public. As a rule, each event will consist of 2 parts:

- a) a public **education** component, through which participants are informed of the necessary knowledge and tools in order to participate in a meaningful discussion, and
- b) a **consultation** or dialogue component, through which feedback can be harvested for the ICSP.

Public participation events will be run in collaboration with partners and SPFG members, in order to disseminate public ownership over the events, and to distribute the work load. Public participation events may use any or all of the following techniques, or use other creative methods:

Technique	Description	Appropriate for...
Appreciative Inquiry Process	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.	<ul style="list-style-type: none"> ▪ Vision ▪ Priorities ▪ Strategies & Goals
Charrette	Intensive session where participants design project features	<ul style="list-style-type: none"> ▪ Vision
Coffee klatch / kitchen meeting	Small meetings within neighborhood usually at a person's home	<ul style="list-style-type: none"> ▪ Issues ▪ Priorities
Fairs & events	Central event with multiple activities to provide project information and raise awareness	<ul style="list-style-type: none"> ▪ Vision ▪ Plan review

Technique	Description	Appropriate for...
Focus group	Message testing forum with randomly selected members of target audience. Can also be used to obtain input on planning decisions	<ul style="list-style-type: none"> ▪ Vision ▪ Issues ▪ Priorities
Open house	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.	<ul style="list-style-type: none"> ▪ Goals & Strategies ▪ Plan review
Public hearing	Formal meetings with scheduled presentations offered. Typically, members of the public individually state opinions / positions that are recorded.	<ul style="list-style-type: none"> ▪ Plan review
Public meeting	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	<ul style="list-style-type: none"> ▪ Issues ▪ Goals & Strategies ▪ Plan review
Study circle	A highly participatory process for involving numerous small groups in making a difference in their communities.	<ul style="list-style-type: none"> ▪ Vision ▪ Issues ▪ Priorities ▪ Strategies & Goals
Taskforce	A group of experts or representative stakeholders formed to develop a specific product or policy recommendation	<ul style="list-style-type: none"> ▪ Goals & strategies ▪ Actions ▪ Tools & Indicators
Workshop	An informal public meeting that may include presentations and exhibits but ends with interactive working groups	<ul style="list-style-type: none"> ▪ Vision ▪ Issues ▪ Priorities ▪ Actions ▪ Tools & Indicators
World café	A meeting process featuring a series of simultaneous conversations in response to predetermined questions Participants change tables during the process and focus on identifying common ground in response to each question.	<ul style="list-style-type: none"> ▪ Vision ▪ Issues ▪ Priorities

Pathway 3: Public outreach. These tools are designed to communicate the public participation process and events to stakeholders in the community, and to solicit their feedback where possible. These tools will be especially useful for stakeholders who do not wish to become highly involved in the public participation process, but do want to remain informed, and may give occasional input in a low-intensity way. These tools will be maintained throughout the sustainability process. Ideally, each tool will have both a public education and a public consultation component

- High technology outreach – a dedicated public website, providing transparent information on all aspects of the ICSP process. Visitors have access to questionnaires, surveys, polls, forums, and the ability to email comments to the planning team. The website address will be advertised publicly at every opportunity. Links are made to videos, articles, and other websites that support this project. An email newsletter is sent out on a regular basis to interested members of the community.

- Low technology outreach - Articles in local papers and media (TV, radio, newsletters) will transparently detail the components of the ICSP, and report on the work accomplished to date. At each instance, there will be announcements of upcoming public events, and the option to provide feedback directly to ICSP planners through phone or letters, or by attending public events.

Timeline

- See Project Timeline

Evaluation Tools

Evaluation of the public participation process will be carried out on an on-going basis by the Planning Department and the SPFG, through the following means:

- **Key milestones** - evaluation for each decision phase is based on the effectiveness of achieving the objectives for that phase. The Planning Department and SPFG will keep track of the effectiveness of the completion of each phase, and these notes will be reported in a final evaluation at the end of the process.
- **Partnerships** – evaluation forms will be made available at each partnership event and workshop. Evaluations will be recorded and used to inform future events. Partners will also be invited to provide evaluation of the participatory process at the end of the partnership period. All evaluations will be synthesized into an evaluation and recommendation report at the end of the partnership period.
- **Public meetings & events** – evaluation forms will be made available at each public meeting and event. Evaluations will be recorded and used to inform future events. They will also be synthesized into an evaluation and recommendation report at the end of the ICSP process.
- **Success indicators** – the following information will be recorded to indicate participation in the process:
 - Number of people in attendance
 - Number of responses through mail, phone, and internet media
 - Number of evaluation forms indicating overall positive responses to the public participation process, and level of understanding of key issues by participants