

INFORM AND ENGAGE



A Guideline for Effective Communication & Public Participation at the County of Oxford

2014

Version 1.1



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This guideline is for use by Oxford County employees who play a role in communicating to and engaging with community members, whether they are residents, visitors, community partners, or members of the business, commercial or industrial sector. This guideline is founded on the IAP2 (International Association for Public Participation) spectrum of community engagement. It also adapts from community engagement research and expertise from:

- Vancouver Coastal Health's Community Engagement Framework
- British Columbia's Integrated Primary and Community Care Patient and Public Engagement Framework
- Manitoba Family Services and Housing's Community Engagement Framework.

Version 1.1. This guideline is undergoing further review and will be updated.

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Peter Crockett, Chief Administrative Officer

Oxford County's commitment to informing and engaging its citizens has prompted a number of recent improvements, including:

- the development of the "Council This Week" and "Speak Up, Oxford!" tools;
- products such as the annual report and "County taxes" ad; and
- a series of comprehensive public engagement campaigns, such as the one undertaken for the Waste Management Strategy.

This commitment is further strengthened by the work of the two employee teams that collaborated on our "Inform and Engage" strategy.

As stated in the Strategic Plan, at the heart of our efforts to inform and engage is a desire to harness the power of the community and encourage an active voice in civic affairs. This means that, at a fundamental level, the County must inform people about the services it delivers and how these services bring value to Oxford's citizens. With a better understanding of the County's role, citizens will then be better equipped to participate in local government, ultimately leading us to more liveable communities.

INTRODUCTION

4.

Oxford County's Strategic Plan, adopted in 2013, sets out as one of its six strategic directions a commitment to better *inform* and *engage* its communities.

Oxford's unique structure as a two-tier municipality, founded on a partnership among eight area municipalities, can present challenges in public participation. The distinction between County services and area municipal services is not always clear to the public.

At a fundamental level, the County must inform people about the services it delivers and how these services bring value to those who live, work or visit here. With a better understanding of the County's role, citizens will be better equipped to participate in local government.

This guideline is intended for Oxford County staff members who are responsible for ensuring appropriate levels of communication and engagement for their activities, projects, programs or services. It sets out the values and expectations for effective communication and engagement, and orients staff members to internal resources to help them through this process.



From our Strategic Plan

4. A County that Informs and Engages i. Better harness the power of the community through conversation and dialogue by:

- Enhancing opportunities for public participation and a meaningful voice in civic affairs
- Fostering greater involvement in County and community events and/or program/project implementation
- Understanding and addressing public aspirations for a more livable community

ii. Better inform the public about County programs, services and activities through planned communication

- Enhancing the communication value of Council reports
- Improving County-municipality information exchange
- Implementing a County Report Card that engages and informs our community and celebrates our successes and our history

Effective community engagement hinges on the effective use of *process*. It involves building relationships between government and the people it serves. Specifically, it is the process by which decision-makers commit to seeking stakeholder input into the decision-making process. Enhancing opportunities for public participation and meaningful voice in civic affairs is one way Oxford County aims to “Inform and Engage” in its **Strategic Plan**.

The IAP2 (International Association for Public Participation) identifies five levels of community engagement: inform, consult, involve, collaborate and empower. The model is based on a progression, or spectrum, of engagement activities in which each successive level enables stakeholders to become increasingly active, involved, and/or able to exert greater influence into decisions or issues.

Not all five levels of engagement will be sought for all activities. At Oxford County, legal or statutory limitations, municipal or community priorities, public interest, cost, time and staffing are all factors that may affect the level of engagement that is possible or appropriate for each outreach.

However, the potential impact or effect of a decision on the community should serve as a key factor in determining the level of engagement that is expected or required. Other factors that help determine the appropriate engagement level, based on the impact or effect of the decision, include:

- Are there any minimum statutory requirements with which we must comply?
- Are there stakeholders who will be significantly affected by the decision?
- Does the community believe it is significantly affected by the issue at hand?
- Is there a previous commitment from County Council with respect to the issue?
- Is more information needed on community perceptions or values to fully understand and weigh decision options?
- Are there risks to the community, others, or the organization inherent in the decision to be made?

It is only after these considerations have been deliberated that planning can take place. This guideline will help staff members work through the process of planning their engagement activities by:

- Defining the decision to be made (*what*)
- Determining the purpose of engagement (*why*)
- Identifying relevant stakeholders (*who*)
- Designing the right process for the purpose, including communication tools (*how*)

Sources

International Association for Public Participation (IAP2). Foundations of public participation. www.iap2.org/

Office of the Auditor General of British Columbia: Public Participation: Principles and Best Practices for British Columbia

British Columbia: Integrated Primary and Community Care Patient and Public Engagement Framework

Richard Delaney: Community Engagement Imperative for Health Care Boards (OHA Workshop, Nov 2013)

See References for more

WHAT IS COMMUNITY ENGAGEMENT?

6.

Informing through planned communication

The County's Strategic Plan ties together "informing" and "engaging" as two related, yet distinct, functions.

"Informing" is the first step in the engagement continuum. It is also a foundational component of the County's strategic communication service. This means that communication undertaken by the County is planned and carried out in a way that considers corporate policies, established protocols, and best practices.

Supporting Staff

A series of worksheets are included at the end of this guideline for use by Oxford County staff. Remember, your public outreach may also require consultation or involvement of internal groups, such as Strategic Communication & Engagement, Information Services, Clerk's Office or others.

IAP2'S PUBLIC PARTICIPATION SPECTRUM



IAP2'S PUBLIC PARTICIPATION SPECTRUM

The IAP2 Federation has developed the Spectrum to help groups define the public's role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.

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

Oxford County has adopted the following guiding principles from Vancouver Coastal Health's Guiding Principles for Community Engagement Practice.

Informing through planned communication.

Everyone is a stakeholder.

Everyone in our community is in some way a client or customer of Oxford County programs, services and activities. For issues on which broad public engagement is desired, the County will enhance opportunities for public participation with groups that are representative of our community.

Stakeholders are employees, individuals, families, members of the public, organizations or groups that may be impacted positively or negatively by an action or decision.

Diverse voices contribute to better decisions.

Involving people who are directly or indirectly affected by a decision leads to a better decision-making process and, ultimately, a better decision. Diverse voices contribute to a more livable community for all.

Communication is a two-way street.

Informing is only the first step in engagement. Our purpose in engaging is as much to listen and learn as it is to inform and educate.

While seeking input on programs, services and activities, we reach out directly to the affected customers.

Stakeholders who have experience with County services and activities are uniquely equipped to share with us important insights about what we can do to improve services and make Oxford County a better place to live.

We consider the customer's experience in its entirety.

The client or customer's experience may cross departmental boundaries, highlighting the need for intra-departmental and multi-partner cooperation. This means we will also consider needs of area municipalities, community partners, neighbouring counties, etc.

We bring diverse and marginalized voices into the decision-making process and allow for consideration of perspectives that would not otherwise be understood.

We design processes to ensure that people with accessibility needs have a meaningful voice in civic affairs through the engagement process.

Other Sources

Office of the Auditor General of British Columbia: Public Participation: Principles and Best Practices for British Columbia

City of Guelph website: Guiding Principles for Community Engagement

Richard Delaney: Community Engagement Imperative for Health Care Boards (OHA Workshop, Nov 2013)

See References for more

Engagement stimulates the growth of healthy communities.

As individuals become more involved with County programs, services and activities through the engagement processes, they become more aware of ways in which they can take steps to promote a healthy and sustainable community for themselves, their families, and others.

We help stakeholders with differing view points within our community to work toward understanding and collective solutions.

We hold a holistic view of community and help interest groups to take one another's goals and actions into account.

We are open and transparent in how we share information about Oxford County decision-making with community stakeholders.

Oxford County routinely consults with stakeholders on key decisions, including land use planning, infrastructure projects, public health initiatives and more. The County informs the community when decisions involve other considerations, for instance technical, best practice, legislative, and/or financial.

Our ultimate goal is to engage stakeholders as partners.

The level of engagement depends upon many factors, including capacity within the community. Sometimes projects are initiated and led by individuals in the community with County support. Other times, the role of the community is advisory only, providing Oxford County with information to make better decisions by incorporating the views of those who will be most affected. Engagement at the advisory level is the first step towards greater collaboration.

We engage the community with integrity in a way that builds trust and credibility.

Oxford County will make every effort to ensure that community input and recommendations are solicited in time to be fully considered by decision-makers. We make commitments to the community in good faith and will honour them.

We complete the circle of engagement.

The County will endeavour to let key stakeholders know their input was represented fairly and accurately at checkpoints along the way. Oxford County will seek opportunities to inform participants about how their input was used in decision-making.

Community engagement is a shared responsibility at Oxford County: we are all responsible for taking stakeholder input into consideration when planning activities and actions that affect the community. At the same time, certain roles within the organization have specific responsibilities to ensure the County's engagement activities meet legislative requirements, due diligence, and best practices.

Everyone involved in making and implementing a decision has a responsibility to ensure they have identified which stakeholders should be engaged and how that will unfold. Internal groups that should be considered as part of this process include:

- Front-line employees who play a role in service delivery
- Groups that manage relationships with key stakeholders, for instance, Customer Service, Clerk's Office, or Strategic Communication & Engagement
- Extended Management: Department directors, managers, supervisors, project leads
- Senior Management Team
- CAO
- County Council

Accountability

The Chief Administrative Officer and the Senior Management Team are ultimately accountable to County Council and to the community for ensuring an appropriate level of public participation is sought and considered when planning for programs and services.

To this end, directors and their management delegates will:

- Pursue community engagement with the belief that involving the stakeholders leads to better decisions.
- Identify community engagement needs as part of each department's annual Business Planning and Budget process.
- Ensure the right supports from the Extended Management Team, Human Resources, Strategic Communication & Engagement, Information Systems and other support services are in place to develop and implement community engagement activities.
- Ensure systems are in place to monitor, record, coordinate and evaluate community engagement activities.

Responsibility

While it is our senior leaders who must answer for the effectiveness of the County's community engagement practices, responsibility crosses all levels in the organization. It is the responsibility of every employee to encourage engagement and participate and facilitate the engagement process where appropriate.

Council responsibilities

As representatives of unique communities within the County, County Councillors are charged with upholding public interest and responding to the needs of their constituents. Council's role is to:

- Direct staff as to the level of community consultation desired or expected on a particular project.
- Consider timelines and resources required for community engagement.
- Review information gathered through community engagement processes to inform Council decisions.

STEPS TO BUILDING A COMMUNITY ENGAGEMENT PLAN

Understanding the experience of the stakeholder is central to designing and implementing programs and services that meet the needs of the community and align with the County's Mission, Vision, Values, and Strategic Directions.

Through a *Plan, Do, Review* approach, the community engagement process can improve public participation as well as the engagement process itself. Figure 1, adapted from Manitoba Family Services and Housing, illustrates this approach.

Community Engagement Implementation Cycle



The Manitoba Family Services and Housing framework sets out nine steps to help plan community engagement (adapted here as an eight-step process). This guideline is followed by a series of worksheets modelled after those found in the British Columbia Integrated Primary and Community Care Patient and Public Engagement Framework.

STEPS TO BUILDING A COMMUNITY ENGAGEMENT PLAN

STEP 1

Plan: What is the decision?

Before you reach out to the community, you need to articulate the decision that is driving the need for community consultation. This focuses your engagement campaign.

Guiding questions

- What is the problem or challenge you are trying to address?
- What options or opportunities should you explore?
- What is the promise you are making to the public?
- What is the decision you will ultimately ask Council or other decision-makers to consider?

Considerations

- The definition of the decision may look different to different stakeholders.
- Internal decision-makers—e.g., County Council or County Administration-- may view the issue one way while the community sees it another way.
- Are there options or outcomes that are out of scope? What is non-negotiable because of legal, technical, clinical, fiscal, or other factors?

Worksheet

- Worksheet 1: Mapping out your engagement plan

STEP 2

Plan: What will be achieved through engagement?

Who ultimately has the authority to make the decision?

Guiding questions

- At what level within the organization does the decision rest, i.e., senior management, CAO or County Council?
- What is the level of internal commitment to the process?

Considerations

- Some decisions may be guided by existing legislation or County policies, for instance, the Purchasing Policy and Delegation Policy.
- There may be accepted standard operational processes or practices already in place. If so, they should be considered in your strategy.

Worksheet

- Worksheet 1: Mapping out your engagement plan

STEPS TO BUILDING A COMMUNITY ENGAGEMENT PLAN

STEP 3

Plan: What will be achieved through engagement?

Define realistic expectations and goals for the engagement process.

Guiding questions

- Who are your stakeholders? What are their needs?
- What resources are available (funding, time, support services)?
- Which tools or tactics can be used to inform and/or engage stakeholders?
- What are the key messages you want to get across?
- Who should be part of the engagement team?
- Are there competing influences or interests in the community that need to be considered in your roll-out?
- What information already exists that can inform the engagement process?
- How will you show that the engagement process added value?

Worksheet

- Worksheet 2: Community stakeholder assessment
- Worksheet 3: Implementation checklist
- Appendix A: Communication Planning
- Appendix B: Tools and tactics

STEP 4

Plan: The engagement strategy

Early engagement with the Strategic Communication & Engagement team helps ensure your plan can meet the timing and procedural requirements for meaningful and effective stakeholder involvement.

Guiding questions

- Who are your stakeholders? What are their needs?
- What resources are available (funding, time, support services)?
- Which tools or tactics can be used to inform and/or engage stakeholders?
- What are the key messages you want to get across?
- Who should be part of the engagement team?
- Are there competing influences or interests in the community that need to be considered in your roll-out?
- What information already exists that can inform the engagement process?
- How will you show that the engagement process added value?

STEPS TO BUILDING A COMMUNITY ENGAGEMENT PLAN

Worksheet

- Worksheet 2: Community stakeholder assessment
- Worksheet 3: Implementation checklist
- Appendix A: Communication Planning
- Appendix B: Tools and tactics

STEP 5

Do: Carry out the engagement process

This is the community's opportunity to offer opinion, insight or advice that helps you identify preferred solutions or outcomes.

Guiding questions

- How will you check in among your team to ensure your engagement campaign is on track?
- Have you considered ahead of time any adjustments you may need to make to attain the level of engagement you're seeking?

Considerations

- How will the process be documented? How will the data be collected from start to finish?
- Will any updates be provided to the community/stakeholders during the process?
- How will the County show that it considered the input it received?

STEP 6

Do: Analyze, summarize and report the results

The higher the level of engagement, the more you need to validate that you received the right results.

Guiding questions

- How will you demonstrate that you adequately reached out to all affected stakeholders?
- How will you report the results of the engagement process? How will the information be collected and presented? Is a Council report required?
- How will the information be corroborated or reported back to key stakeholders?

STEP 7

Do: Act on the results

Communication doesn't end with the final report. Following through and implementing decisions based on the results of your engagement process requires continued communication to both internal and external audiences.

STEPS TO BUILDING A COMMUNITY ENGAGEMENT PLAN

Guiding questions

- How will you explain how the results of the engagement campaign informed the decision that was made or the action that was taken? Will you thank those who took part in the process?
- What is the next step in your communication plan? Will you use different tools at this stage than you did during the engagement campaign?

STEP 8

Review: Evaluate the engagement and decision-making tools and process

The community engagement process will reveal lessons for next time that not only offer help and guidance for future activity for your project, but for other County engagement activities.

Guiding questions

- How will the results of the engagement campaign be implemented?
- How can the process be refined for next time?
- What can you share with others, and how will you share it?

The following worksheets are designed to be completed with input from your project team, which should include representatives from other departments or teams needed to support your work. The content of the worksheets should be reviewed by or discussed with the Senior Management Team director accountable for staff work on the project.

The toolkit includes:

Worksheets

- Worksheet 1: Mapping out your engagement plan
 - > Purpose, goals and objectives
 - > Accountability
 - > Risk management
 - > Process
 - > Data collection and documentation
 - > Evaluation
- Worksheet 2: Community stakeholder assessment
- Worksheet 3: Implementation checklist

Appendices

- Appendix A: Communication planning
- Appendix B: Tools and tactics

When to start planning

- Begin your engagement planning as early in the project development process as possible.
- Consider using a “work-back” schedule or other project management tool to ensure you are allotting the necessary time for each step in the engagement process without jeopardizing your deadline.

Before you begin

- Do you have approval?
- Have you contacted the Strategic Communication and Engagement team to understand what is required for use of corporate communication tools?

PLAN - PURPOSE, GOALS & OBJECTIVES

Q1. What are the benefits of community engagement for this project? What are we aiming to achieve by engaging stakeholders? *Consider benefits and impacts to our clients and customers, community partners, County Council, County Administration, etc.*

Q2. What is the decision to be made, or question to answer, through engagement?

Q3. What is the decision statement?

PLAN - ACCOUNTABILITY

Q1. Who is/are the final decision-maker(s)? Who is/are responsible for communicating the final outcome to internal and external stakeholders?

PLAN - ACCOUNTABILITY

Q1. Who is/are the final decision-maker(s)? Who is/are responsible for communicating the final outcome to internal and external stakeholders?

PLAN - RISK MANAGEMENT

Q1. What do we want to avoid (worst-case scenario)?

Q2. What is not negotiable for legal, technical, clinical, fiscal, or other reasons?

Q.3. What outside influences do we take into account? *Consider activities or interests of external stakeholders.*

Q.4. What is the level of commitment among leadership and staff to community engagement? If necessary, what might build commitment to the process?

PLAN - PROCESS

Q.1. What resources are allocated for the engagement process (funding, personnel, time, support services)?

Q.2. What is the level of engagement that we are committing to achieve? *What is an actionable, yet realistic, expectation for community response (i.e., attendance at public meetings, survey response, etc.)?*

Q.3. How is the Strategic Communication and Engagement team supporting this work? Does/-can/should this work dovetail with other active community engagement campaigns and tools? SCE Team to advise of options.

PLAN - DATA COLLECTION & DOCUMENTATION

Q.1. What information already exists that can inform the engagement process? *(i.e., previous consultations, best practice literature, internet resources, staff knowledge, evaluations)?*

Q.2. How will the information gathered be presented to the decision-maker(s)?

WORKSHEET 1: Mapping out your engagement

20.

Q.3. How and when will the information gathered-- and/or the proposed options or plan of action-- be shared back to stakeholders?

DO - DATA COLLECTION & DOCUMENTATION

Q.1. How are you monitoring levels of engagement along the way? *Are you getting what you need? If not, what adjustments can you make?*

REVIEW – LEARNING AND SHARING

Q.1. What have you learned for next time? *Have you debriefed results of your campaign?*

Q.2. What can you share with others? How will you do this?

Adapted from the Integrated Primary and Community Care Patient and Public Engagement Framework, British Columbia.

WORKSHEET 2:

Community stakeholder assessment plan

A stakeholder is anyone:

- i) who will be affected in any way by a decision or outcome we make; or
- ii) whose feedback is preferred or required according to our community engagement standard.

“Key stakeholders” are groups with high expectations and/or high influence. This group of stakeholders can exert a high impact on your decisions and/or actions, or have the ability to influence other stakeholders. For this reason, key stakeholders usually require a more focused level of engagement planning.

Once you have identified your stakeholders, you can begin to think about how to engage each group in the most effective manner possible.

Stakeholder	Issues, concerns, values, preferences	Level of concern (High, medium, low)	Level of influence (High, medium, low)	Level of involvement (High, medium, low)

Adopted from Integrated Primary and Community Care Patient and Public Engagement Framework, British Columbia.

WORKSHEET 2:

Community stakeholder assessment plan

Other factors to consider

Your engagement methods should:

- Reflect the engagement goal/level (refer to the IAP2 Spectrum);
- Address any barriers to engagement; and
- Take into account the issues, concerns, values, and preferences of stakeholders, as well as any cultural protocols that may exist.

Participation strategies consider the unique issues, concerns, values, and preferences of each stakeholder group. For example, citizen feedback has indicated that in Oxford County, social media is a desired platform for some residents only, and that the majority of people still prefer print media for County-related information (newspaper ads, mailers, etc.)

When considering barriers to engagement, you will want to plan for mobility issues, low literacy, lack of access to technology, negative perception, etc.

Stakeholder	Engagement goal/level*	Barriers to engagement	Participation strategies**	Engagement methods**

* Engagement goal/levels: Inform, Consult, Involve, Collaborate, Empower
**Completed in consultation with SCE team.

WORKSHEET 3: Implementation Checklist

- Establish purpose.** Identify problem or question and determine goals of engagement (Worksheet 1).
- Identify stakeholders,** *assess their needs, and explore engagement methods (Worksheet 2).*
- Communication and engagement planning:** *Propose an engagement strategy and timeline and work with Strategic Communication & Engagement team to develop a communication plan.*
- Approval:** *Senior leadership sign-off is needed to execute the engagement process.*
- Confirm decision or action** *informed by engagement. Report back to decision-makers and establish a plan or protocol for checking in with key stakeholders prior to implementing decision.*
- Evaluate,** *assess and/or debrief the communication and engagement process as part of the project evaluation.*

Strategic Communication & Engagement, part of the CAO/Clerk's Office, is the team responsible for corporate communication and engagement. This role includes:

- Bringing forward recommendations on corporate communication goals, policy, practice and issues;
- Promoting awareness of professional best practices and internal communication policy;
- Providing advice and support to internal clients on communication and engagement needs and issues.

The communication planning process follows a similar approach across sectors. While the format or level of detail may vary depending on need, a general planning outline includes the following.

Situation analysis, background or issue

This is a short description of the current situation, issue or need that has prompted the communication plan. It may include background information, research, risks and/or other special considerations.

Goals and objectives

Communication goals and objectives map to corporate goals and objectives.

Audience / stakeholder analysis

This section identifies, and may also prioritize, key audiences and their needs. As you develop tools and tactics, you will want to check back to ensure all audience groups are covered in your roll-out.

Strategy

Your strategy explains the rationale behind key decisions made in the communication plan, for instance, timing of key activities, the selection of some tools or tactics over others, etc. Key messages can be included here. Key messages, or talking points, plan in advance the main information or impressions you want to impart on audiences.

Tactics

This section explains the different communication tools or products you will use.

Timing

This summarizes how you will time the release of tools and tactics. At Oxford County, tools and timing are often captured together in a critical path that serves as a checklist for implementation.

Budget

Available budget helps determine what you can accomplish. Stipulating budget in the communication plan ensures there is understanding between parties on what will be accomplished and at what cost.

Evaluation / assessment / measurement

The effectiveness of the communication plan is measured against the objectives stated in the plan. The sophistication of the evaluative process often depends on available time and costs.

APPENDIX B - Tools and tactics

<i>Tools</i>	<i>Inform</i>	<i>Consult</i>	<i>Involve</i>	<i>Collaborate</i>	<i>Empower</i>	<i>Consideration</i>
Print material	Flyers/brochures Posters Direct mail	Paper survey				Corporate Identity & graphic standards
Advertising	Newspaper Radio Online and social media Outdoor: billboards, transit shelters, signage	Social media ads that link through to info (web page) or a feedback mechanism (survey, comment form)				Ad templates, Corporate Identity & graphic standards
Media relations	News release Photo opp Statement News conference	Media interview	Editorial board			Media policy
Online	Website(s) "Speak Up, Oxford!"	Survey Comment form Polls	Webinar Web chats	Collaborative workspaces	Independent project web space	Web, intranet & social media policy
Social media	Facebook Twitter YouTube Pinterest	Survey Polls	Crowd-sourcing Online communities	Wiki	Independent social media tools	Web, intranet & social media policy
Face-to-face	Info booth/table Displays	Public meetings	Workshops Community liaisons "Road shows"	Working groups Advisory committees	Independent committees or working groups	Municipal Act
Internal communication	All-staff message Intranet post	Town halls Surveys	Focus group Advisory teams	Project teams	Special task teams	Internal approvals

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