



**Perth County**  
Cultivating Opportunity

# COMMUNITY ENGAGEMENT FRAMEWORK

2021

# Perth County Community Engagement Framework

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## Introduction

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Each year, municipalities across Ontario deliver a variety of services to their citizens and undertake a broad range of projects. It is important for municipalities to inform their citizens and stakeholders on a regular basis, not only about the services they provide, but also about new projects that impact their day-to-day lives. Traditionally, information flow has been approached unilaterally with the intended goal to educate, raise awareness and inform the population. In more recent years, municipal governments across the Province, including Perth County, strive toward being more open and accessible to their citizens. This transformation has involved efforts to interact more with citizens and stakeholders and to create an environment of two-way community engagement extending beyond traditional minimum statutory requirements. By prioritizing community engagement efforts, we can not only communicate more information about the important work of Perth County, but also allow for input from the community to gather diverse perspectives and ideas for consideration while projects are planned and programs are delivered.

This Community Engagement Framework provides an overview of the importance of public engagement in our communities, defines what community engagement means at a variety of levels as well as the roles of staff, Council, and the community in the engagement process. Importantly, this document provides guidelines to aid Perth County in the project planning process to consider the appropriate level of community engagement for projects and initiatives.



### Connection to the Strategic Plan

Annual work plans of each division at Perth County align closely to the goals and objectives of the Corporation's current Strategic Plan. This connection ensures projects align with the goals, mission, and vision of the organization and that each project contributes to furthering the objectives. The 2019-2022 Strategic Plan<sup>1</sup> for Perth County identifies goals that directly relate to communications and community engagement in the decision-making process:

#### **Goal 2: Regionalization & Service Effectiveness**

- Proactively communicate committed services and service levels to new and existing residents
- Clearly and transparently demonstrate the cost and value of services that are delivered

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<sup>1</sup> [Perth County 2019-2022 Strategic Plan](#)

**Goal 3: Customer Service Excellence**

- Design and deliver all services to optimize the client experience
- Promote a culture that supports on-going change and service enhancements

**Goal 4: Community Development & Planning**

- Provide support and services to meet the needs of residents of all ages
- Develop a strategy for volunteerism and community involvement

**Goal 5: Corporate Sustainability**

- Create and foster a culture that is focused on effectively and enthusiastically supporting the community

The development of a Community Engagement Framework for Perth County not only contributes to these individual goals, but also helps to strengthen the projects and programs delivered by each division across the Corporation.

**Goal of the Community Engagement Framework**

The goal of this framework is to provide County Council and staff with guidelines and direction to identify when it is appropriate to engage the community and the depth to which the public engagement should occur. This framework will allow for a consistent and informed approach to the community engagement process and will establish thresholds of engagement that community members can anticipate from Perth County. By establishing this framework, Perth County will continue its mission of customer service excellence and service delivery with transparent and open communication as a core value. In addition, this framework supports the goals of Perth County's Corporate Communications Plan.



## What We Heard

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Recent initiatives across Perth County have reached out and engaged local residents, business owners and stakeholders on a series of topics. Adopted in 2021, The Community Safety and Well-being Plan (CSWP) was developed across all municipalities in Perth County. The development process surveyed community members to better understand the strengths, assets, protective factors, partnerships, risks, gaps in services and supports, and new ideas for enhancing community safety and well-being. Also adopted in 2021, the Charter for Diversity Equity and Anti-Racism for Perth County engaged the community to listen and understand the perspectives and experiences of those with lived experience and to gather input for the Charter to best reflect the needs of the community. Each of these initiatives revealed important insights when considering community engagement activities.

### Community Safety & Well-being Plan

The development of the CSWP involved a public engagement process which surveyed 1,078 respondents. The CSWP noted that groups such as youth, those experiencing homelessness, and members of the LGBTQ2S+ community, often feel they do not belong. A sense of connectedness and belonging was identified as integral. Regular connection and information-sharing with residents is an essential component of community engagement at all levels. It is particularly important to create opportunities for marginalized individuals, those with lived experience, and organizations representing or serving those populations to provide input to projects and programs that impact them.

From the public engagement process for the CSWP report, there are several objectives of the plan which closely align and are supported by this Community Engagement Framework:

- **Objective 1.1.1:** To increase resident knowledge and awareness of existing programs, services, and supports through improved communications.
- **Objective 1.1.2:** To establish collaborative pathways between programs, services, and supports so that service providers are better equipped to guide individuals and families to the social, health, economic, and education supports they need.
- **Objective 4.2.1:** To develop, promote, and organize innovative community engagement and public strategies/campaigns aimed at reducing stigma and promoting understanding regarding mental health, addictions, racism and discrimination.
- **Objective 4.3.1:** To create and maintain safe, welcoming, and inclusive public spaces that promote opportunities for use by individuals of all identities, backgrounds, and experiences.
- **Objective 4.3.2:** To increase inclusion and access to activities and community events for populations that face constraints to participation (e.g., youth, people with disabilities, newcomers, BIPOC, LGBTQ2+ persons, and low-income families and individuals).

The Community Engagement Framework supports the goals of the CSWP and serves to strengthen public awareness across the region.

## Perth County Diversity, Equity and Anti-Racism Charter

The development and adoption of the Perth County Diversity, Equity and Anti-Racism Charter (Charter) in 2021 was an important step for Perth County to work toward becoming a more welcoming and inclusive organization and community. The development process for the Charter included 3 phases of public engagement comprised of an initial survey, community roundtables, and public review of the draft document. The Charter highlights nine key guiding principles and values. Several of these principles and values support the development of this Community Engagement Framework:



- **Accessibility** – In order to enact effective changes, processes, policies, and actions must be established and implemented in an accessible manner to remove barriers to participation.
  - **Diversity** – Including individuals from a range of backgrounds makes the community of Perth County stronger and more vibrant.
  - **Equality** – Every voice has a right to be heard and respected.
  - **Equity** – Acknowledge existing and systemic barriers to participation, focus outreach to underrepresented groups to ensure all voices are heard.
  - **Inclusion** – That all are welcomed to participate and that structures and policies are established and implemented to ensure that diversity is celebrated. All voices are heard and considered including those who do not feel comfortable to speak

loudly.

Through the adoption of the Charter, Perth County also made several commitments as a policy-maker, employer, service provider, and purchaser of goods and services, as well as a community partner. Several of these commitments are aligned with and addressed through this Community Engagement Framework:

- As a policy-maker, Perth County will use a policy development process that includes consultation with those from diverse backgrounds and underrepresented groups and include regular reviews to ensure they remain current.
- As a service provider Perth County will:
  - Ensure that service delivery models are accessible to all members of the community and not just those who have traditionally asked for service.
  - Engage underserves communities though outreach and enhanced communication
  - Be open to exploring new ways of delivering services and review existing service delivery using and equity lens
  - Provide services that respond to the diverse needs of the community

The development of a Community Engagement Framework supports the principles and commitments of Perth County's Diversity, Equity and Anti-Racism Charter.

## Why We Engage

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Although staff are connected to the communities across Perth County on a regular basis, it is important to identify more opportunities for regular, targeted, and purposeful community engagement. Through this type of engagement, Perth County can gather, analyze and carefully consider perspectives from the community. In addition, it serves to educate and inform the communities and stakeholders of the region.

### What Community Engagement Means

Community engagement allows municipalities to better understand the needs of the community and to consider a variety of perspectives from citizens, business owners, associations and community stakeholder groups. This insight helps guide the decision-making process. The goal of gathering different perspectives is to inform staff and Council in their decision-making process, not necessarily make the decisions themselves. It also means that it opens two-way communications with the community and offers opportunities for the public to provide input about improvements to services or projects impacting the quality of life in Perth County.

### What Community Engagement Does Not Mean

Gathering different perspectives allows decision-makers to consider a variety of viewpoints and opinions. Sometimes these may be in opposition to one another. Community engagement does not mean that everyone will always agree on decisions that are made. It also does not mean that consensus must necessarily be reached. Sometimes it may mean that difficult decisions are made that set a project on a different path than the views of some community members. Staff and Council may formulate a decision independently which may or may not reflect stakeholder opinions. Perth County is committed to listening to all perspectives and will do its best to incorporate/represent them into the decision-making process in a fair and balanced manner.

### Benefits of Community Engagement

Communication and engagement work hand in hand to provide a valuable link between County Council, staff and the community. Community Engagement benefits the community by<sup>2</sup>:

- Improving Council and staff decision-making process by considering a greater range of perspectives, experience and knowledge
- Ensuring diverse voices have a place at the table
- Encouraging greater community participation
- Creating a better connected and informed community
- Reducing the level of misconception or misinformation
- Identifying and addressing potential and existing opportunities and concerns
- Empowering participants to take ownership and interest in programs and initiatives
- Improving the flow of information

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<sup>2</sup> Adapted from City of Niagara Falls

- Fostering community interest in municipal work

## Our Commitment<sup>3</sup>

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When developing new projects or evaluating current projects, Perth County will utilize this Community Engagement Framework to achieve a consistent approach to working with the community stakeholders. Through this framework, Perth County commits to:

**1) Be consistent and effective in community engagement.**

- Create a consistent approach to engagement
- Utilize the Community Engagement Framework to determine the level of communications and engagement
- Measure and evaluate the impact of community engagement where possible

**2) Make community engagement easy and inclusive.**

- Make community engagement opportunities accessible and available in a variety of ways.
- Build relationships with community organizations and stakeholders through direct outreach to ensure their awareness and participation.

**3) Invest in our community engagement efforts.**

- Ensure project and division budgets allow for allocations toward community engagement and communications needs.
- Ensure project timelines are established to allow for appropriate levels of community engagement.
- Effectively utilize software and tools available.
- Investigate and evaluate best practices and tools for public engagement.




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<sup>3</sup> Adapted from the Town of Whitby

## Who We Engage

It is important to understand the population data and demographics for Perth County to ensure we are engaging a representative cross section of those who live in our community. At time of publication of this framework, the latest census data available for Perth County is from 2016<sup>4</sup>. This information will be updated when the results from the 2021 census are made available from Statistics Canada. Data for Perth County is available at the Census Division (CD) level which also includes the City of Stratford and the Town of St. Marys. Beyond the population, it is also important to engage with specific stakeholder groups, community organizations and business owners. Additional demographic information can be found in Appendix 2.



### Current Population of Perth County

Location		
Perth County (Census Division – Total Area)	76,796	+2.2%
Perth County (without Stratford & St. Marys)	38,066	+1.3%

\* % change from 2011 census

### Population Breakdown by Lower-Tier Municipality

Location		
North Perth	13,130	+4.0%
Perth South	3,810	-4.6%
Perth East	12,261	+2.1%
West Perth	8,865	-0.6%



**Population**  
**38,066**



**Households**  
**30,713**



**Persons Per  
Square KM**  
**34.6**


<sup>4</sup> [Statistics Canada, 2016.](#)

## How We Engage

### Public Engagement Spectrum

An environmental scan of municipal community engagement best practices revealed overwhelmingly the Public Participation Spectrum developed by the International Association for Public Participation (IAP2) is utilized to gauge the appropriate level of community engagement. This spectrum was “designed to assist with the selection of the level of public participation that defines the public’s role in any public participation process. The Spectrum is used internationally, and it is found in many public participation plans.” (IAP2).

### IAP2 Public Participation Spectrum<sup>5</sup>

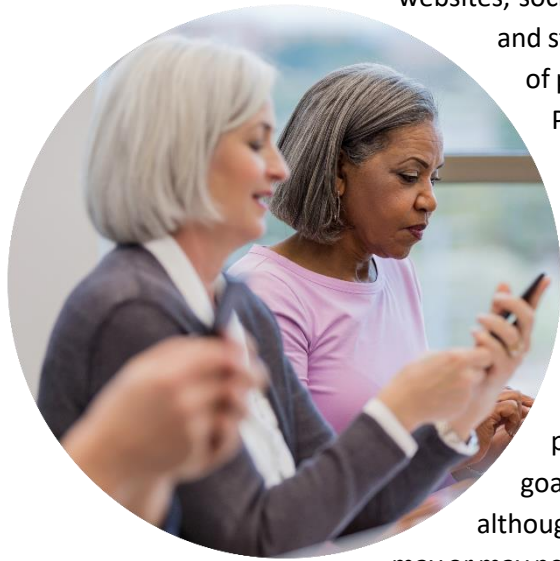
	Inform	Consult	Involve	Collaborate	Empower
					
<b>Public Participation Goal</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, and/or solutions.	To obtain public feedback on analysis, alternatives, and/or decisions.	To work directly 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 to the preferred solution.	To place final decision-making in the hands of the public.
<b>Promise to The Public</b>	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 division.	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

<sup>5</sup> [International Association of Public Participation](#)

## Levels of Public Participation

### Inform

This is the most basic stage of community engagement. This level provides information to residents, stakeholders, and businesses about projects, policies, and initiatives. This level is also used in preliminary stages of in-depth levels of community involvement to inform, educate, and prepare the audience for further information and community engagement stages to come. Relying on this level of community engagement should only be used where there is no opportunity for the community to influence the project outcomes due to the nature of the project or program or due to legislative constraints. Examples of this stage can include: fact sheets, agendas, minutes, reports, budgets, newsletters, advertising, websites, social media posts, open houses and other forums. Informing residents and stakeholders through clear communication is a component of all levels of public engagement and should be a standard practice with projects at Perth County.



### Consult

This level allows residents and stakeholders to provide feedback before decisions and policies are finalized. In this level, staff may host targeted meetings with key stakeholder groups or segments of the community who may be impacted by a project or policy. Input tends to be one way at this level. Ideas are collected during this process and considered by staff in the development of project plans, goals, and outcomes. The information is received to inform the project although staff and Council will formulate a decision independently which may or may not reflect stakeholder opinions. This level helps staff to develop project plans that take into consideration stakeholder sentiment and allows Council to understand the opinion of the community. Concerns from the public are acknowledged and feedback is provided on how that input influenced the decision. Examples of this level include opportunities for public comment, focus groups, surveys, and public meetings.

### Involve

Similar to the Consult level, the Involve level includes working with community members and stakeholders to ensure their concerns and opinions are understood and considered as part of the project. However, in this level, the stakeholder and community concerns are directly reflected in and influence the options that are considered as part of the decision. Examples of this level include workshops and deliberative polling.

### Collaborate

This level is a partnership for each aspect of the decision. The project is shared with the community and stakeholders to gather ideas and work together to negotiate solutions. The group influences the recommendations. This method is best used when there is some opportunity for a shared agenda and open time frames for the deliberation of issues. Examples of this level include citizen advisory committees

and boards (eg: Joint Accessibility Advisory Committee, Committee on Affordable and Attainable Housing), consensus building, and participatory decision making through working groups/task forces.

### Empower

This level is used less frequently in municipal settings and involves engaging in a collaborative exercise with the community for discussion and compromise to reach a solution. In addition, it involves more active participation throughout the full lifecycle of the project from defining objectives, selecting the options for the trajectory of a project through to developing implementation strategies. The goal is to create a supportive environment where final decision-making power rests with the community members, where what is decided by the community is implemented. Examples of this level can include ballots and delegated decision-making. This level is often used in community development projects.



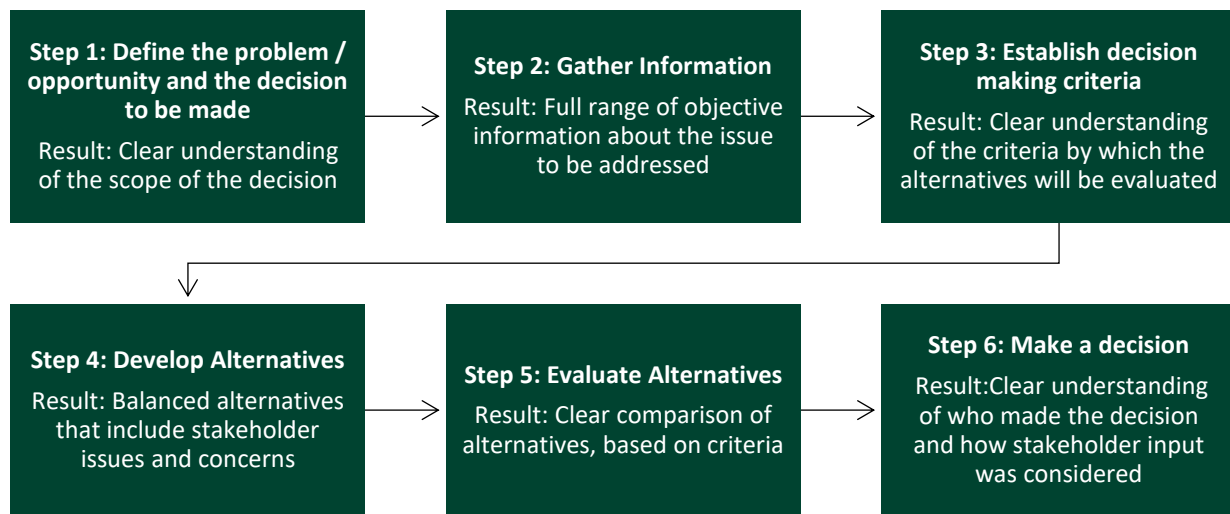
## Choosing a Level of Engagement

Depending on the scale and scope of the project, program or initiative, community engagement can occur in a variety of ways and at various stages in the lifecycle of the project. Smaller projects may only require a single point of community engagement, where more complex projects will require a menu of options to be delivered at a variety of key points throughout the project.

To create a consistent approach to project planning, the decision-making process should be considered to identify the potential points throughout the project where community engagement should take place. Each step in the decision-making process through the lifecycle of the project is an opportunity to work with and inform the community. This approach helps to build trust, knowledge, and awareness of the project and the work being done by the municipality as a whole.

### Decision Making Process

Outlined below is the process for decision making as part of the project planning process<sup>6</sup>:



### Which Level of Engagement Fits?

Community Engagement will not be the same for every initiative. Some projects require a variety of styles of community engagement depending on the scale and scope of the project.

<sup>6</sup> [City of Guelph Community Engagement Framework](#)

**Which statement applies to the project?<sup>7</sup>**



**Special Circumstances**

A project could involve multiple levels of consultation depending on the scale and scope of the work required. In instances where a project has a broad-ranging impact or is deemed particularly sensitive to the community, additional communications, and engagement as well as community and stakeholder consultations may be required. Designing a project by going beyond the minimum framework or statutory requirements of community engagement can help to build greater community understanding and assist in consensus to contribute positively to project outcomes.

**Statutory Public Engagement Requirements**

This Community Engagement Framework is intended to serve as a guideline for establishing appropriate levels of community engagement for projects. This process should complement and enhance any regulated or statutory public engagement required.

**Accessible Public Engagement**

Under the Integrated Accessibility Standards Regulation there are specific legal requirements for consultation with people with disabilities. Under this regulation, municipalities and some organizations are obligated to consult with people with disabilities. Municipalities must also consult their Accessibility Advisory Committee



<sup>7</sup> [City of Guelph Community Engagement Framework](#)

(AAC). As part of the project planning process, all project managers should contact Legislative Services to review the project and proposed community consultation process.

## Roles & Responsibilities<sup>8</sup>

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This section outlines the roles and responsibilities for community engagement participants, County staff and Council in the community engagement process.

### Community Engagement Participants

Participants in community engagement activities are identified in the project plan and can include community members, local stakeholder organizations or anyone impacted by the project outcomes.

These participants will:

- Focus on the decision to be made or the question to be answered
- Recognize the County must consider the needs of the whole community
- Request alternative ways of participating if required
- Listen to, understand and respect the views of others
- Be respectful of differing opinions
- Provide input and feedback within project timelines
- Encourage others to offer input
- Be respectful of the final direction and project decisions

### Perth County Staff

Staff who are the project lead and who are responsible for the design and implementation of community engagement processes will:

- Use the Community Engagement Framework to determine if community engagement is appropriate and, if so, what level of community engagement is needed
- Consider the full project scope and assess the staff time or resources that will be required outside the division (e.g: technology requirements (IT/GIS), legislative or accessibility requirements (Legislative Services), communications needs (Corporate Communications))
- Work with Corporate Communications as needed to develop an appropriate Community Engagement plan for the project
- Develop plans for projects and proposals/tenders to ensure adequate timelines and resources for community engagement
- Ensure consultants or external organizations undertaking community engagement activities on behalf of the County align all aspects of the project with the Community Engagement Framework

### Perth County Council

- Encourage County employees to consider the Community Engagement Framework when proposing new projects and timelines
- Review the public engagement information gathered through consultations, consider the and rely on it to inform Council decisions
- Consider appropriate project timelines and resources needed for adequate community engagement

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<sup>8</sup> Adapted from the City of Guelph Community Engagement Framework

## Measuring Success<sup>9</sup>

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To create an effective and impactful community engagement practice, it is important to adopt an iterative approach to project management. This practice will allow staff to understand the style and types of community engagement that will be most effective in the context of Perth County and to recalibrate any future approach as needed. To measure the efficacy of the community engagement process, it is important to capture results by measuring the success of outreach. Measurement also helps to understand if project targets have been met (e.g.: demographic reach, response rates and proportional geographic representation). Measurement can include the following:



### **Consistent and effective engagement**

- Percent of participants who understand our engagement process
- Percent of projects that have a documented engagement plan
- Percent of eligible staff reports to Council that have a well-defined “Communications and Public Engagement” section
- Participants’ (both internal and external) understanding of the purpose for engaging
- Overall community awareness of engagement opportunities

### **Was the engagement easy and inclusive?**

- 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 community groups and businesses reached
- Number of engagement opportunities held in the community
- Length of time for each engagement opportunity
- Formal and informal feedback on engagement tools and tactics

### **Invest in our community engagement efforts**

- Number of projects or initiatives that involve community engagement
- Number of collaborative activities / sessions held
- Number of new participants in engagement
- Participants’ perceived value of participating
- Cost of engagement per project

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<sup>9</sup> [Town of Whitby Community Engagement Framework](#)

- Percentage of results reported back to participants

### Continuous Improvement

This Community Engagement Framework will be reviewed and revised regularly to incorporate new methods, best practices and important demographic data. The impact of this framework will be measured by the degree to which it has been utilized by staff and the impact to projects.

### Closing the Loop

Communicating with stakeholders and the community is an important component not only throughout the project, but also upon the completion of key milestones and reporting on the final project outcomes. This follow-up communication helps to close the loop on these components and makes the public and stakeholders aware of how their input impacted the project. By communicating to the public the project outcomes and how their input contributed to the outcome, it increases the credibility of the community engagement exercise and demonstrates that Perth County is considering the input received.

## Conclusion

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Community engagement is an important tool for municipalities to increase the flow of information and improve community awareness of activities. Through a consistent and thoughtful commitment to this Community Engagement Framework, Perth County will invite participation from a wide range of stakeholders and community members. By engaging with the community, we will listen and learn and commit to deliver programs, projects, and services that best fit the needs of Perth County.

## Acknowledgements

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The development of this Community Engagement Framework involved a substantial literature review of similar community or public engagement framework documents from other municipalities. While the core of community engagement is often similar with the IAP2 Public Participation at the core, there were best practices noted in each jurisdiction that helped inform this Community Engagement Framework. Components from several of these frameworks were adapted and cited to build this document for Perth County. Appendix 3 contains a full list of the research as part of the literature review.

## Resources and Other Considerations

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See Appendix 1 for quick reference project planning and community engagement checklists.

## Appendix 1: Quick Reference Checklist<sup>10</sup>

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### Step 1: Identify Issues and Goals

- Assess the need for community engagement throughout the lifecycle of the project
  - Consider community, topic, or political sensitivities?
  - Consider the complexity, context/history, scope and impact
- Define the purpose of the community engagement process
  - What is the value of involving the community at each stage?
  - What are you trying to achieve by involving the community?
  - What would be the consequences of not involving the community at this stage of the project?
  - What information do decision makers need?
- Identify which level(s) of community engagement will be required for your project?
  - How will the information be part of the decision-making process?
  - How does this align with the Corporate Strategic Plan?
  - What are the required outcomes?

### Step 2: Plan the Community Engagement Process

#### Who needs to be involved in this project?

- Technology Services (Are there technical requirements or mapping required?)
- Accessibility (Have you considered how your community engagement will be accessible? How will you reach those with disabilities? Are alternate formats needed? Do your materials comply with accessibility standards?)
- Legislative Services (Are there statutory or public meeting requirements for your project?)
- Finance (Do you need any financial scenarios prepared to present to the community? What is your budget for outreach/engagement?)
- Corporate Communications (Will you need assistance developing public consultation strategies, reviewing public-facing surveys/documentation, or social media promotion? Is there a webpage that needs to be created or updated? Which platforms will you use?)
- Other subject matter expertise: \_\_\_\_\_

#### Identify your stakeholders and/or target audience

- Stakeholders by sector
- Stakeholders by geography
- Community groups who would be impacted/interested
- Members of the public who are interested in the issue
- Members of the public who have asked to be included

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<sup>10</sup> Adapted from the City of Brantford Community Involvement Framework and the Ontario Municipal Social Services Association Guide to Accessible Public Engagement

- Customers and clients
- Employees
- Underrepresented communities
- Community members who may be disproportionately impacted

### Select your Community Engagement Activities

Inform	Consult	Involve	Collaborate	Empower
Websites	Public Meetings	Workshops	Citizen Panels	Delegated Decision-making
Webinars	Surveys	Deliberative Polling	Conferences	
Open Houses	Feedback Forms		Workshops	
Local Media	Public Advisory Committees		Citizen Advisory Committees and Boards	
Information Displays	Social Media		Consensus Building	
Social Media	Interviews		Working Groups and Task Forces	
Fact Sheets	Focus Groups and Roundtables			
Agendas, Minutes, Reports and Budgets	Opportunities for Public Comment			
Newsletters				
Advertising				

- Prepare the budget and identify resources (both internal and external)
- Set timeline and schedule
- Identify accessible venues (if applicable)
- Build public engagement milestones into RFP requirements and project plans

### Step 3: Engage the Community

You will be required to do the following during the community engagement process:

- Inform the public
- Invite stakeholders and the public to participate
- Prepare and provide the necessary materials in plain language (or translated language) and in accessible formats
- Respond to requests for accommodation

- Engage stakeholders, target audience or general public
- Inform participants whether input will be reported in aggregate or obtain permission in advance to disclose feedback (note MFIPPA requirements for records retention)
- Consider whether anonymous feedback will be received, considered or published
- Accept feedback in a variety of formats (e.g.: online survey and hard-copy options)
- Acknowledge receipt of feedback

#### Step 4: Track, Evaluate and Report

- Compile feedback
- Consolidate, analyze and summarize feedback
- Track sources of feedback
- Consider whether feedback from those disproportionately impacted should be given additional weight
- Report back to the public
- Evaluate your public engagement process
- Report back to decision makers and stakeholders

## Appendix 2: Demographic Information

Family Characteristics	Languages (Mother Tongue <sup>11</sup> )
<ul style="list-style-type: none"> <li>• Married or Common law: 38,330 (of 63,000)</li> <li>• Lone-parent families: 2,830 (of 21,685)</li> <li>• Average Family size: 3.0</li> </ul>	<ul style="list-style-type: none"> <li>• English: 67,125</li> <li>• French: 390</li> <li>• Dutch: 1,105</li> <li>• German: 4,075</li> <li>• Spanish: 265</li> <li>• Italian: 220</li> <li>• Portuguese: 130</li> <li>• Punjabi: 105</li> </ul>
Household Types	Age Groups & Median Age
<ul style="list-style-type: none"> <li>• One Family households without children: 9,720 (of 18,860)</li> <li>• One-person households: 8,525 (of 30,710)</li> <li>• One-family households with children: 9,135 (of 18,860)</li> <li>• Lone parent families: 2,830 (of 18,860)</li> </ul>	<ul style="list-style-type: none"> <li>• 0-14: 13,795</li> <li>• 15-19: 4,830</li> <li>• 20-39: 17,705</li> <li>• 40-64: 26,145</li> <li>• 65+: 14,320</li> <li>• Median Age: 42.4</li> </ul>

More demographic information and resources are available [via Statistics Canada](#).

<sup>11</sup> [Statistics Canada Definition](#)

## Appendix 3: References, Resources and Best Practice Literature Review

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