Ontario Waterpower
Association

Community Engagement Toolkit

for Waterpower Developers

Acknowledgements

Community engagement can foster open and meaningful dialogue that can build trust and respect at the community level. It can also support more effective decision making and importantly it can create legitimacy for the project.

DISCLAIMER

This Toolkit has been commissioned by the Ontario Waterpower Association (OWA) as a working resource for practitioners involved in community consultation and engagement at a project level and furthers the OWA's commitment to foster and maintain positive and productive relationships with those having an interest in waterpower. The use of this Toolkit in no way absolves proponents from legal requirements under municipal, federal or provincial legislation as it is intended as a guide only.

As a guide, the practices identified will not necessarily be suitable for all situations, and practitioners are expected to use their judgment as to the appropriateness of each practice to their situation.

Preamble

As the provincial organization representing the collective interests of the waterpower industry in Ontario, the Ontario Waterpower Association (OWA) is committed to providing the best information available to its members to support environmentally responsible, publicly accountable waterpower project development.

As part of its ongoing commitment to sustainable and responsible waterpower development, the OWA recognizes that practical guidance can support the professional judgment of those involved in successfully implementing waterpower facility construction projects. Several documents have already been developed by the OWA that can be used as reference documents for meeting permitting requirements, completing contract documents and constructing facilities (Chapter 6). These documents collectively have been generated as Best Management Practices (BMP) and provide a current understanding of mitigation methods and approaches. This Toolkit is intended to be used with other BMP Guides, and focuses on the importance of community engagement and includes tools for effective engagement with community leaders, municipal staff, stakeholders and individual community members.

In 2016, the OWA outreached to municipal representatives through three (3) municipal engagement sessions to provide basic information about waterpower development and to gain insight and information on community involvement and experiences. The Municipal Engagement Sessions confirmed the value of working collaboratively with waterpower developers and highlighted the need for a 'Toolkit' to offer insight and direction to the waterpower sector about not only the complexities associated with engaging at the community level, but importantly, about doing it constructively.

Community engagement is a relatively simple, iterative and straightforward process that involves four key steps as follows:

Step 1:
Preparing for Engagement
*Chapter 2

Think about and plan for engagement. Become familiar with the community, its history and its members. Prepare for a positive first impression.

Step 2:
Developing a Community Engagement Strategy
*Chapter 3

Working with community leaders and senior staff as well as waterpower champions, consider the ingredients of a successful community engagement strategy that promotes inclusion.

Step 3:
Executing the Strategy
*Chapter 4

Think about the approaches that will support robust engagement across the community and achieve the best results.

Step 4:
Assessing Results and Sharing Experiences
*Chapter 5

Continuously monitor success. Document what worked well and what was not effective. Keep detailed notes and share experiences with others.

This toolkit provides an overview of this iterative process and includes examples of methods that can be applied at a project level, considerate of the specifics of the project and the community. This document is not a prescription for a process, rather it offers a range of tools that may be used by those leading or supporting community engagement initiatives.

The focus of this document is community and municipal community engagement. While some tools can certainly be used for engaging Indigenous Communities, the OWA recognizes that such engagement is unique, as has been identified in the Class Environmental Assessment for Waterpower.

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1.0 Introduction

Ontario's electricity history is defined by waterpower. In fact, until the early 1950's all of the province's electricity came from falling water. As importantly, while large facilities were primarily developed by the Hydroelectric Power Commission of Ontario and then Ontario Hydro, dozens of villages, towns and cities across Ontario trace their initial economic prosperity to the development of local hydroelectric facilities. Facilities were developed decades and in many cases more than a century ago. Waterpower truly was the original "community power".

While steeped in history, new waterpower development is a core component of the province's efforts to expand the production of renewable energy. This Toolkit offers insight to proponents and a guide for building community-based relationships. It capitalizes on the importance of best practices and the value of building community confidence in order to secure a social license to operate. It provides an overview of the importance of community engagement and profiles a number of important tools that will assist members of Ontario's waterpower industry. It encourages proponents to think systemically, work with others across functional lines, develop skills that promote the building of mutual trust/understanding and promoting an understanding of the engagement processes that will help waterpower developers construct strong networks and produce social capital at the community level.

This Toolkit recognizes the lead role of a proponent in designing and convening successful community engagement initiatives.

This Toolkit does not replace the approaches outlined in the Class EA; nor other legislative obligations and requirements. It offers a thought framework and a set of additional tools that can enhance engagement at the community level and seeks to aid proponents in navigating diverse community structures.

1.1 Why Are New Tools Needed?

There are a number of compelling reasons why a Toolkit is needed. The landscape of renewables and the development of waterpower projects are increasingly complex as a result of a number of factors including:

- A renewed focus on small scale generation;

- An increasingly engaged public; and

- Policy emphasis on community participation.

A Renewed Focus on Small Scale Generation

Waterpower development in Ontario has for more than 100 years been undertaken within the context of broad public policy. The early development of large facilities in Niagara and on the St. Lawrence and Ottawa Rivers coupled with the construction of municipal "hydros" were key to the province's initial electrification. Hydroelectric expansion in northern Ontario followed, both to provide reliable, affordable energy to localized resource industries (pulp and paper, mining) and to serve the needs of a growing population in the south. During waterpower construction within the 1980's, the province introduced a small hydro program as part of its energy plan, resulting in the development or redevelopment of more than fifty (50) facilities. The current Long Term Energy Plan establishes a target of 9,300 MW of waterpower to be in production by 2025 and places a specific emphasis on small hydro including the optimization of existing infrastructure.

An Increasingly Engaged Public

Issues affecting resource management and use are becoming increasingly complex and, as a result, public interest has heightened. More uses, more users, more polarized views all point to the value of having a suite of tools and resources that can assist in supporting effective community engagement. These days, process is as important as product and securing a social license to operate is a necessary first step to long term success.

Policy Emphasis on Community Participation

Over the last decade, public policy with respect to renewable energy generally and waterpower specifically has evolved to place an increased emphasis on the participation of communities at the project level. Initial resource access policy for waterpower (2004), for example, encouraged "Business to Business" relationships with Aboriginal communities. Currently, renewable energy procurement programs include a wide spectrum of "incentives" aimed at enabling community involvement. Such provisions range from the establishment of a competitive advantage for projects which demonstrate local support to "set asides" for projects with community equity participation to an increased vale for the electricity produced by a community owned facility.

This Toolkit has been developed to assist waterpower developers who will find themselves engaging with communities on waterpower-specific projects and navigating the community engagement process.

1.2 Scope and Objectives

1.2.1 Scope of the Toolkit

Stages in the lifecycle of a waterpower project include initial concept development, design, environmental assessment, permitting and approvals, final design and tendering, construction and operation. This Toolkit focuses on community engagement – a process that often begins even prior to initial concept development and continues for the entire lifecycle management of a project. Today, process is as important as product, and success at the individual waterpower project level depends largely on an effective community engagement process. Simply put, the manner in which the process unfolds will have a significant and lasting impact from an operational perspective.

While it is recognized that waterpower developers will be engaged with many different kinds of communities, this Toolkit recognizes in particular that municipalities are often a specific focus. It is also important to note that this Toolkit offers a suite of tools for waterpower developers to consider. There is no intent to suggest that all of the tools highlighted in this document should be used nor is there a suggestion that these will have broad utility across the landscape. The intent in making this document available is to provide waterpower developers with information about engaging effectively at the community level.

1.2.2 Purpose and Objectives of the Toolkit

The Ontario Waterpower Association and its partners have developed this Toolkit:

1. To summarize the value of community engagement, for the community and for the waterpower industry; and

2. To provide tips, tools and techniques for effective community engagement.

This Toolkit is not intended to replace expert advice and guidance that may be required in such areas as environmental assessment or regulatory approvals. It has been developed for OWA members who have a direct role to play in planning and managing waterpower projects.

While individual companies are responsible for determining and executing their own operating policies, practices and procedures, this Toolkit offers a number of approaches to community engagement and recognizes the interest of citizens in having a meaningful role in developments that affect them and their community.

1.2.3 Framework of the Toolkit

The framework of the Toolkit, as presented in Figure 1-1, is structured to provide the reader with an easy reference to key information. The document need not be read in sequence, rather proponents can refer to the areas of most direct relevance to the specific project.

Chapter 1 Presents an overview and introduction to the Toolkit and sets the context of community engagement in relation to waterpower development in Ontario. It defines the scope and overall objectives of the Toolkit as well as the layout.

Chapter 2 (Step 1) Outlines the steps involved in preparing for community engagement and includes tools and templates for assessing the local situation, understanding the history and the community.

Chapter 3 (Step 2) Provides information relating to the development of a community engagement strategy. It profiles tools that can be used to identify stakeholders and offers guidance about how to select the right tools.

Chapter 4 (Step 3) Focuses on execution of the engagement strategy and provides information about some of the challenges associated with engagement including dealing with challenging situations and challenging personalities.

Chapter 5 (Step 4) Provides some concluding comments about the importance of measuring outcomes, tracking progress and sharing successes.

Chapter 6 Lists additional resources

1.3 What Constitutes a Community? What Constitutes a Stakeholder? What is Engagement?

Every community is unique. As a waterpower developer, it is important that the unique attributes of each community are not only understood, but that best efforts are made to reflect these unique characteristics and circumstances in any community engagement process.

Involving the local community at an early stage is likely the most important task in the planning process.

For the purposes of this Toolkit, it is important to outline the terms 'community', 'stakeholders', 'engagement' and 'community engagement'.

Community according to Merriam-Webster's dictionary refers to "a group of people who live in the same area (such as a City, Town, neighbourhood .)" Community, according to Carl Moore, is 'the means by which people live together.' For our purposes, community is a physical place; it is a collection of people. Community members share an identity and for our purposes, community refers to local community – a municipality, a geographical area over which a proposed waterpower development will have an impact and specifically, the jurisdiction over which a local Council presides.

Consultation refers to a discussion about something that is being decided.

Stakeholder refers to 'any group or individual who can affect, or is affected by, the achievement of a corporation's purpose.' (Freeman, 1984)

Engagement refers to the process of working collaboratively with and through community members to address issues affecting their collective interests. Engagement can also be seen as a continuum of community involvement[1] that ranges from simple outreach to consultation, involvement, collaboration and shared leadership.

Community engagement describes a broad, inclusive and ongoing process between a company and its stakeholders, such as community members, non-government organizations and government partners. Community engagement as a process spans the entire lifecycle of a project and focuses fundamentally on working collaboratively with community members, sharing information, identifying issues and formulating solutions together. It is a process that promotes relationship building and as such, should be initiated as early in the process as possible.

In practice, community engagement is a hybrid of science and art. From a scientific lens, community engagement draws from sociology, political science, cultural anthropology, organizational development, psychology, social work and other disciplines and organizing concepts from academic study in community participation, community mobilization, constituency building, community psychology and cultural influence. The art component is derived from understanding the skill and the need to apply and adapt the science and the theory in ways that have meaning for the community or communities involved and for the purposes specified.

The quality of an engagement process and ultimately, the relationships that waterpower developers and project managers have with local communities depends on three key factors:

Open, Clear Communication + **Transparency & Accountability** + **Responsiveness to the Local Context** = **Quality of Engagement**

[1] International Association for Public Participation.

Why Does Community Engagement Matter?

Community engagement can foster open and meaningful dialogue that can build trust and respect at the community level. It can also support more effective decision making and importantly it can create legitimacy for the project.

An ongoing process of engagement will provide waterpower developers and project managers with regular opportunities to assess emerging community-based concerns and/or changes in perspective so that these can be addressed efficiently and effectively. Engagement can provide a process to manage conflict and address communication issues and misunderstandings.

Engagement provides members of Ontario's waterpower industry with an opportunity to 'take the pulse' of the community at regular intervals. It ensures two-way communication between the developer and members of the community and it provides an important forum for members of the community to become engaged, to collaborate with a developer and to have their concerns acknowledged and their ideas considered at the outset. It is an opportunity to proactively set the stage for informed decision making at the community level.

Any organization, regardless of business focus, faces two critical challenges: doing things right and doing the right things. Importantly, businesses today must also be <u>seen</u> to be doing things right and doing the right things. The scope, scale and urgency of issues have sharply increased and in order to remain resilient, adaptable and successful, businesses need to be able to execute activities to survive today's challenges and at the same time, adapt those activities to survive the challenges that they will face in the future. For the waterpower industry, it is important to recognize that social, economic and environmental issues are broad in scope and wide in terms of the impacts that they can have. Management of issues is increasingly at the forefront of public concern and issues that have an effect on water resources are coming under elevated scrutiny as demands from different uses and users increase. Given the increasingly complex nature of issues, there is a need but also an opportunity to work collaboratively in different ways.

Ontario's water resources are intricately woven into the ecological, social and economic fabric of the province. Waterpower development played a significant historical role in early economic growth and in the evolution of settlement patterns that exist across Ontario today. The physical evidence of a small hydro legacy may be found in many communities. Public policy decisions to close coal in 2003 have necessitated a shift to renewables, and much like the early days of Ontario's settlement history, the emphasis is now on small decentralized generation. At the present time, Ontario has approximately 230 existing waterpower facilities located across the province and collectively, waterpower accounts for 25% of the province's energy supply with an installed capacity of 9,000 MW. This focus of interest on small decentralized projects presents a perfect opportunity for communities and the waterpower industry alike to consider facility retrofitting, redevelopment and upgrading.

There are hundreds of waterpower opportunities contained within the Great Lakes, Hudson Bay and the St. Lawrence watersheds across Ontario. Existing and potential waterpower promotes grid reliability and contributes significantly to the provincial economy. For communities across Ontario, waterpower development and redevelopment can advance prosperity and assist in moderating electricity prices. Community participation or support is now a key advantage within renewable energy procurements. As a result, community engagement in waterpower development will be the cornerstone of any effort to advance waterpower in Ontario.

The opportunity to advance waterpower at the local level is particularly timely for many Ontario municipalities who are struggling with fiscal pressures that stem from escalating costs to deliver municipal services, offloading by upper levels of government and an aging constituency who survive on fixed revenues and are largely unsupportive of

tax increases. Diversifying the municipal asset portfolio to include small hydro may offer many municipalities revenue generation opportunities that have not been considered until now. The industry needs to be clear in communicating the potential benefits of a joint project.

Effective community engagement matters for many reasons. Community concerns can be a powerful political force and the presence of an organized and educated public necessitates the development of community-based processes that promote engagement from the project outset. In order to secure a social license to operate, waterpower developers must be known at the community level for doing things right, and for doing the right things. Involving the community in decisions builds community confidence and respect for those involved and ultimately for the decisions that are made. It leads to mutual accountability and builds awareness and understanding between those who are responsible for making decisions and those who rely on community leaders to represent their interests.

Community engagement encourages the assessment and examination of issues from a multi-faceted lens and provides a space and a place for open dialogue and deliberation.

Community engagement is important because it can lead to better decisions and better outcomes. The value of effective engagement for waterpower developers, community leaders, municipal staff, key partners and individual community members is potentially far-reaching and mutually beneficial for the community and the developer.
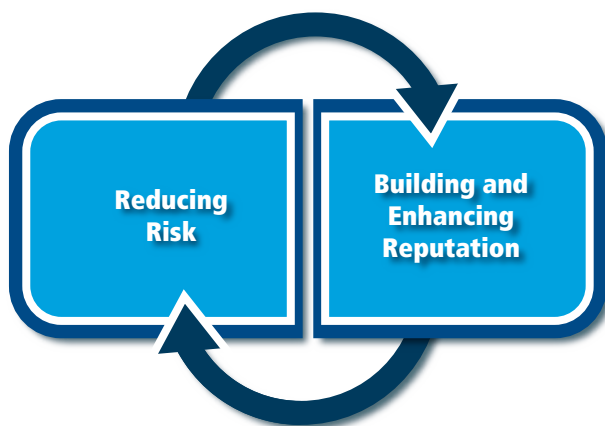
An effective community engagement process focuses on:

Reducing Risk:

- Reducing organizational risk and eliminating/minimizing surprises;

- Reducing the potential for conflict and in particular community-based polarized conflict;

- Managing community expectations and attracting a solid base of support;

- Increasing transparency and accountability;

- Enhancing partner and community-based loyalty, trust and confidence;

- Providing access to new sources of information and knowledge, as well as new perspectives and potentially new resources;

- Offering a strategic, integrated and collaborative approach to issues management;

- Promoting innovation and learning and valuing the input and wisdom of all;

- Promoting operational efficiency and effectiveness by decreasing the potential for permitting delays which affects net present value; and

- Increasing support for decisions and encouraging the identification and implementation of doable and durable solutions.

Building and Enhancing Reputation:

- Creating new opportunities - a positive reputation can act as leverage for additional opportunities;

- Enhancing ethical behavior;

- Strengthening legitimacy in the decision making process; and

- Building a positive corporate reputation for doing things right and doing the right things which may enable access to the resource base by governments who want to support those companies with a solid track record of social performance.

There are many compelling reasons for building a community engagement process, not the least of which are the social imperatives and the financial spinoff benefits referenced above. In addition however it is important to recognize that local actions are judged increasingly against global standards. Performance and reputation is cross-project, cross-company and cross-jurisdiction. Today, there is an evident 'delocalized' effect with waterpower operators becoming involved in communities both close to and far from 'home.' This delocalized effect suggests that there are opportunities for members of Ontario's waterpower industry to use community engagement as leverage for building a positive and successful industry-wide reputation and for using the tools described in this Toolkit to advance not only innovative but leading edge engagement standards consistently across the Ontario landscape.

1.5 Success Factors – Key Ingredients for Engagement Success

Waterpower developers and project managers will face many challenges as individual waterpower projects advance at the community level. While this Toolkit has been written to provide members of Ontario's waterpower industry with some of the tools to successfully engage, the spectrum of issues cannot be covered in one document. There are however some key aspects of engagement that will collectively establish a positive foundation from which to develop and execute a community engagement process.

Perhaps first and foremost, waterpower developers cannot realize success unless they are clear about why they are engaging and for what purpose. The objectives of engaging need to be crystal clear as does the target audience(s).

Key Message: Be clear about the purpose of community engagement, the objectives of engagement and who needs to be part of the process.

Secondly, waterpower developers will not likely achieve success by working in isolation. Successful community engagement can only be realized by establishing a seamless connection to local decision makers (e.g., key municipal staff) who know and understand the inner workings of their communities. A whole team approach is important, as is a seamless connection between developers and communities.

Municipal Councils make decisions in public that are for the public good and for the good of their community. Community engagement is sought by a municipality when there is a decision to be made. From a municipal perspective, community engagement is valuable for a number of important reasons:

- It can lead to greater satisfaction and better relationships with constituents;

- It can reduce concerns that arise later in the process that could result in delays; and

- It can produce more doable and more durable solutions.

Key Message: Approach the community and extend the offer to work together to build a collaborative whole team approach; one that is premised on relationship building and one that is grounded in trust.

Key Message: Seek a commitment from community leaders and key staff to create a process that is engaging, inclusive and empowering.

These connections are best established at the outset and maintained as much as possible, throughout the lifecycle of the project. Project success is related in large measure to the building of a relationship. Continuity of personnel is key once a relationship has been established.

Key Message: Facilitate an inclusive, respectful, responsible and transparent engagement process that will allow the community to act in its own self-interest.

2.0 Step 1:
Important First Steps - Preparing for Engagement

STEP 1

Preparing for Engagement

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STEP 2

Developing a Community Engagement Strategy

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STEP 3

Executing the Strategy

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STEP 4

Assessing Results and Sharing Experiences

2.1 Understand the Community and its Members

The first step in preparing for engagement is to assess the local context. Proponents can complete this initial assessment to gather some early intelligence about the community and any issues that may have factored prominently in the past. Waterpower developers and project managers can use this information to identify and consider critical issues that may need to be addressed and importantly to set any initial dialogue in the context of the local community. Understanding the local context should be carried out by following a logical 4-step process.

- Step 1: Understand the Local History

- Step 2: Understand the Local Strategic Priorities

- Step 3: Identify Community Leaders (Influential Individuals and Groups) to Engage

- Step 4: Assess Initial Impacts

Step 1: Understand and Respect the Local History

We are all a product of where we have been. We see the world based on the conditions and experiences we have been engaged in. Understanding the past, and in particular, understanding past issues helps provide an understanding of where a community has 'come from' and importantly, based on that historical past, where it may be going in the future. Some of this information may be obtained by searching archived data, newspaper articles and conducting web-based searches. More information may be provided once initial contact is made locally with municipal staff and elected community leaders. In addition to understanding the history of the community, it is also valuable to explore the history of any site that may be in question. Exploring the history of a place should include an exploration of the site that may be under consideration. This is in order to determine if there are any early cultural, spiritual or potentially environmental issues.

In addition to understanding the local history, it is also important to understand local demographics. Is this a seasonal/cottage community? Are some of the community residents in attendance at specific times of the year and not at others? If so, the engagement process will need to determine the best time and the best way of engaging all members.

	Details
1	What are the key historical events and issues that have shaped this community?
2	Has waterpower development factored prominently in the evolution of the settlement? If so, how?
3	Have there been any major conflicts, and if so, did these involve access to or use of the resource base?
4	How did these conflicts emerge? What were the triggers/concerns?
5	Have these concerns been resolved? If so, how?
6	Is there any specific history relating to the site in question? Are there local issues/concerns that may factor in the potential development of the site?
7	What are the local demographics? Is this a seasonal community? Are there special considerations that need to be taken into account from an engagement perspective based on seasonality and/or other factors?

Figure 2-1 Understanding the Past

Every Community is Different
- Different Needs • Different Interests
- A Different History • Different Expectations
- Different Plans for the Future

Step 2: Understand and Respect the Local Priorities

It is also important to understand the current priorities that have been identified at the community level. These can be easily obtained by reviewing the municipality's current Strategic Plan[2], provided one has been prepared, or consulting other documents that may identify strategic priorities and objectives including Official Plans, Economic Development Plans, Heritage Property Inventories, Human Resource Strategies as well as any plans that may have been prepared by partner agencies including Conservation Authorities. Another important source of information may be the Chamber of Commerce as well as any local Tourist Offices, Cottage Associations or stewardship organizations as there may be specific information pertaining to the recreational use of the waterway in question that would offer important information about uses and users. It's important to recognize that community priorities may evolve and change over time.

The purpose is to carry out some initial research to become acquainted with the issues and the priorities that are top of mind at the community level.

	Details
1	What is the vision that the community has identified?
2	What are the key goals that the community will focus on in order to realize its vision?
3	Are there specific references in the Strategic Plan that would relate directly or indirectly to waterpower development? (e.g., renewable energy, economic growth through more efficient and effective use of the resource base, environmentally focused growth, etc.)
4	Are there specific strategies that have been identified? Are there strategies that align either directly or indirectly with waterpower development?
5	When was the Strategic Plan/Official Plan/Economic Development Plan prepared? (Most documents are reviewed every 5 years – is this document reflective of current thinking?)

Figure 2-2 Understanding Strategic Priorities

[2] Municipal Strategic Plans can take two forms – a Corporate Strategic Plan prepared by Council and focusing on the priorities of the corporation or a Community-Based Strategic Plan developed by Council with the community. The latter will identify a shared community vision as well as thematic goal areas and priorities.

Step 3: Identify Community Leaders (Influential Individuals and Groups) That May Offer Important Early Insight

After considering the history and the strategic priorities that have been identified, it is important to identify the influential individuals and/or organizations in the community that should offer an initial point of contact.

Some municipalities have developed Protocols to identify how matters are to be brought to the attention of the community. In some cases, these Protocols can be obtained from the CAO or from the municipal website directly. Check the municipal website to determine if there are prescribed approaches/expectations that outline municipal process in more detail. Inquire about existing task forces and/or advisory panels that may have been established to address environmental issues or renewable energy opportunities and connect with these groups.

If none exist, use the following template for initial outreach:

	Details
1	Who is likely the best person to contact at the municipality? CAO, Director(s) of Planning, Engineering, Economic Development, Public Works or others
2	Are there key contacts on Council that I should make an initial connection with? Are there members of Council who support waterpower in principle?
3	Are there any local waterpower or renewable energy champions that I should make an early connection with?
4	Are there existing groups/task forces/advisory committees that I should connect with?
5	Do any of these initial contacts have past relationships with waterpower developers?

Figure 2-3 Initial Points of Contact

Step 4: Assess Initial Impacts

While the community engagement process will allow the impacts to be identified in a fulsome manner, it is important to have given early consideration to the list of potential impacts that may be raised. The list of impacts should include a list of real as well as perceived impacts on the local community including the range of economic, socio-cultural and environmental impacts.

There are several factors that need to be considered by any waterpower developer and/or project manager. These include thinking about the following initial question: to what extent will the local community perceive they are or will be affected by the project?

	Details
1	What are the impacts that community leaders are most likely to be concerned about?
2	What are the impacts that municipal staff are most likely to be concerned about?
3	What are the impacts that community members are most likely to be concerned about?
4	Can these impacts be addressed? How?

Figure 2-4 Assessment of Impacts

Key Message: Become knowledgeable about the community's history, culture, economic conditions, social networks, political structures, norms and values, demographic trend lines and experience working with outside groups. Become knowledgeable about what the future looks like and become aware of strategic priorities that have been identified, either by Council or by Council in conjunction with community members.

Key Message: Determine if there are published municipal protocols that define who the first point of contact should be at the staff level and whether contact with community leaders is desirable. If not, the CAO is likely the best place to start. The CAO will act as a conduit to other staff who need to be engaged (e.g., Director of Planning, Director of Engineering, Director of Public Works, Treasurer, etc.)

Key Message: Determine if there are any community-based waterpower champions who could act as initial points of contact into the community.

Key Message: Give detailed thought to the real as well as the perceived impacts that may be identified – by community leaders, by senior staff and by community members.

Key Message: Become familiar with any issues (particularly controversial issues) that may be part of the community's history or that may be associated with the site in question.

Key Message: Make a point to understand how the community sees the waterpower industry generally, and how the community sees your company in particular.

Having completed the initial community assessment, a proponent should be in a solid position to make contact at the community/municipal level, first with community leaders and second with the broader community at large.

2.2 Developing Rapport and Respect at the Community Level

When a municipality or Municipal Councilors consider a development, they must take into account the expectations and considerations of the surrounding community that may be affected. Community engagement, for municipalities, is not a project 'add-on' but is an integral part of community decision making.

Establishing good relationships with community leaders and community members will build corporate image and benefit not only the current project but future projects. Building rapport and respect at the community level comes down to some important interpersonal fundamentals and includes:

- Being approachable and engaging;
- Asking good questions and remembering the answers;
- Using people's names and remembering their names and positions/responsibilities in subsequent meetings;

- Respecting differences of opinions including those that vary from the objective;
- Promoting a positive self-image; and
- Learning different communication styles and approaches.

How can a proponent know that rapport has been established and respect has been developed at the community level? Community leaders and senior staff may share information that will offer an early warning of issues or concerns that may be brewing. Community leaders, staff and community members may provide reference to their networks and points of contact and may offer positive feedback and advice.

For members of Ontario's waterpower industry, relationships take time to cultivate and trust takes time to build. It requires a waterpower developer and/or project manager to follow two simple principles:

- Say what you mean; and

- Mean what you say.

It also, importantly, involves sharing what is known and **unknown** and looking to others – key points of contact at the community level – for advice, guidance and direction.

Pay attention to important clues

Some people are visual learners – learning by seeing. If someone is a visual learner they may say things like "Okay, I get the picture" or "I see where you are going with that." An auditory learner (someone who learns by hearing) will say things like "Okay that sounds perfect" or "Listen, I have something I have to tell you."

These clues are important because they help to understand how community contacts are processing information and aids in building on the styles and approaches that they are most comfortable with.

Individual perspectives are tempered by personal experiences and systems of values and beliefs. The following information about *Ladders of Inference* is provided to assist waterpower developers and project managers in better understanding the important role that values and assumptions play in making interferences and drawing conclusions.

Knowing Why We Think The Way We Do…

The term 'infer' can be defined as the ability to draw a conclusion or make a reasonable judgment based on circumstantial evidence and prior conclusions. It is important to realize that we need to constantly test our assumptions because our ability to achieve the results we want may be affected by the following assumptions:

- That our beliefs are the truth.

- That the truth is obvious.

- That our belief system is based on real data.

- That the data we select is the real data.

The Ladder of Inference

Learning happens every minute of every day as information is gathered and processed. All of that information flow goes into the brain and adds up to a total sum of learning.

The assumptions, beliefs and values, as noted above, influence the data selected, the interpretation of key events and decisions that result. Values, assumptions and beliefs can act as blinders, prevent alternative perspectives and possibilities from being understood. Moreover, assumptions, beliefs and values, can temper decision making. This is sometimes referred to as the Ladder of Inference. As skilled thinkers there is a tendency to jump up the ladder of inference without even realizing it. This can be problematic for several reasons:

- Some data is registered and other data is ignored;

- Individual interpretations of data are made and conclusions drawn based on individual values; and

- Little consideration is given to thinking about 'How we are thinking'.

It is important to be mindful of the ladder of inference because it can have an enormous impact on relationship building.
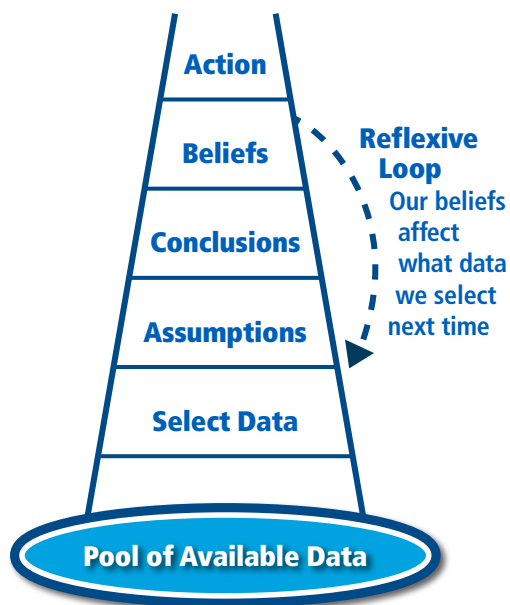

Figure 2-5 The Ladder of Inference[3]

Moving up the ladder from its base, individuals:

- Observe data and experience and select data from observations;

- Add cultural and personal meanings to what is seen;

- Make assumptions based on the meanings added (values and beliefs);

- Draw conclusions;

- Take action based on beliefs; and

- Beliefs affect the data that we select next (Reflexive Loop).

As members of Ontario's waterpower industry working with communities on a project-specific basis, it is important to constantly be reminded of the ever-present Ladder of Inference for three reasons:

- To become aware of thinking and reasoning processes;

- To help make reasoning more visible to others; and

- To inquire into the thinking process of others.

The Ladder of Inference is important because, as project managers and industry leaders, wrong assumptions can be made that others are operating under the same context, the same history, the same values and assumptions and even the same vocabulary. Helping to address the ladder of inference is important because our beliefs lead to outcomes:
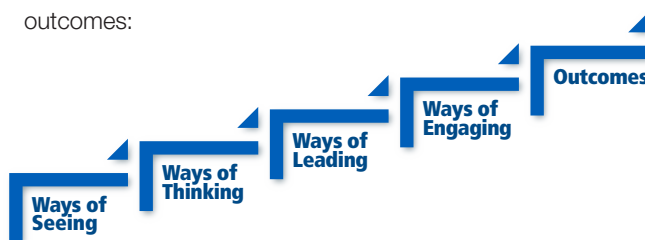
As developers and managers of waterpower projects and facilities, it is important to recognize that others in the room will be 'tempering their reality' based on their own assumptions, values and beliefs. Keep in mind that both sides may be missing some data. For these reasons, project managers must be adept at working with others in the room – helping others obtain the information they need to allow them to see the facts and not draw conclusions that are based on inference. As a waterpower project manager, it will be important to know where others are coming from and to question and inquire in order to find out how others see 'the data' but also how they think and what they believe.

Helpful questions to test assumptions:

- What observable data is behind the statements that are being made?

- Does everyone agree?

- Can you run through your reasoning?

- How did you reach your assumptions using the information or data?

- When you said "…" did you mean "…"

[3] Fred Kofman. The Blog: The Ladder of Inference. The Huffington Post. August 19, 2015.

2.3 Communicating Effectively: Working with Community Leaders

A community decision to work with a waterpower developer, to engage community members and to elicit their views will vary and can take a number of forms.

Waterpower developers may expect any one of the following reactions:

1. The community may elect to take a 'hands off' approach to engagement, preferring to wait and see how the process and the reaction at the community level unfolds. In this case, the community will participate as a stakeholder in the decision making process but will offer a waterpower developer no obvious support or involvement.

   Waterpower developers may wish to indicate that this 'hands off' approach may not provide the community with a stronger voice than other participants and it would not enable the community to shape the engagement process.

2. Communities may decide early on that they want to participate collaboratively with a waterpower developer and that they have an interest in managing the engagement process. In this case, the community may act as a process convener and would be working together with a waterpower developer to design and execute an engagement process.

   Waterpower developers may wish to indicate that this 'seat at the table' approach offers a number of important advantages: it increases the community's role in designing the process; it provides the community in question with a heightened level of involvement and it enables the municipality to directly define not only who but how stakeholders and constituents are engaged.

3. Still other communities may decide that they would be interested in a business partnership in the project. If negotiated, the community would 'co-own the engagement process' and would take a lead role in supporting the design and execution of the engagement process.

   Waterpower developers may wish to indicate that in addition to responding to opportunities brought to their attention by developers, there are also opportunities for communities who see new hydropower opportunities to approach the waterpower industry. In this way, communities could advocate for new projects and play a key role in soliciting opportunities and input at the local level.

Regardless of the role a community elects to take, they will ask developers to engage with the affected community. For the waterpower developer or project manager, this community engagement should establish two key outcomes:

1. Good relations between the developer and the affected community; and

2. Good information for Council to consider when the issue is brought forward for decision.

To prepare for success, one of the most important first points of contact that a waterpower developer should make is with community leaders – both formal and informal. Locally elected members of Council as well as provincial and federally elected and appointed officials will likely factor prominently as initial points of contact. Introductory meetings with elected and appointed community leaders will be an important first step as well as connecting with the Municipal CAO. These community leaders can help provide information about additional points of contact and community members who will have an interest in the project. When meeting with these 'first points of contact', it is important to present information that considers the local perspective. It is also important to think about the impact that the project will have from the lens of elected and appointed officials.

Waterpower developers and/or project managers can rely on municipal contacts to provide insight about local methods of disseminating information. Any meeting with municipal contacts should begin with some specifics. As connections are made with key points of contact, there are some questions that could be explored together:

Simple Questions... Important Answers

- What decision are we asking the community to make?

- Who should we be engaging with?

- Are there early points of contact that the proponent should be connecting with?

- What input is needed?

- How will the input needed be gathered?

- What resources are required?

- What are the timelines?

- Are there issues that are likely to be controversial? How will conflict be managed?

- How will responses to the input obtained from the community be done?

- What outcomes are desired from community engagement?

2.3.1 Gathering Early Insight

There may be community notice boards, local newsletters or websites that could act as a central portal for information about the project. Regardless of the approach used, dialogue with community members is one of the most important parts of the relationship building process.

It is frequently difficult to ascertain the perspectives of those who may be affected by a potential project and there is often tremendous value in looking at the issue from the lens of someone who may share a different view. There may be value in using the following approach to obtain firsthand information about community engagement:

Seeing the Issue from a Different Lens

Select 5 people who could be affected by the project and whose views are likely to vary. Contact them in person or by telephone and ask them to provide their thoughts about community engagement. Inform them of the project and the process and ask them for their thoughts:

- Are they well informed about this initiative?
- Are they personally interested?
- Is community engagement an important component of the process?
- How can the community be effectively engaged?
- Is there value in supplementing traditional methods of engagement with digital engagement? Are there any impediments to using digital engagement at the community level?
- Who will community members talk to about the project?
- Who should be contacted?

2.3.2 Creating and Maintaining a Positive Impression – Building the Relationship

The impetus for specific engagement efforts may vary. For some communities, municipal staff and/or community leaders may see engagement as a direct part of their role, or they may recognize the value of a comprehensive engagement strategy as a means to identify key issues and formulate potential solutions.

When waterpower developers consider the value that a particular project may bring to a community or municipality, the value of being engaged in the decision making process should also be raised. Being part of the process gives the community a voice. It allows the community to be an engaged partner from the outset. It enables the community to offer guidance and direction on effective communication and engagement strategies. It ensures that municipal staff and community leaders are able to develop and participate in a process that works for them. It ensures that key community interests are considered throughout the lifecycle of any waterpower project and finally it would enable communities to develop a relationship with operators but also with key community members over the long term.

Key Message: Start off on the right foot – recognize that there are no opportunities to create a 'second' first impression.

Key Message: Wherever possible, work with community leaders to define the goals and objectives associated with the project and with the community engagement process.

Key Message: Presentations to Municipal Staff, Members of Council and Community should focus on 'What's In It For Them.' The focus should be to identify how the local community stands to benefit – from the project and from being involved in the decision making process.

Key Message: Keep the lines of communication open with key community leaders and municipal staff.

Key Message: Building trust is as important as obtaining input. Process is as important as product. Build good relationships and work hard to maintain these throughout the lifecycle of the project.

Working as part of a team is an essential part of effective community engagement. It is particularly helpful if there is a seamless connection between the municipality and the waterpower developer but again, the decision pertaining to the municipal role in the process will likely be varied. Regardless of whether there is a community commitment to assist in planning and implementing the engagement process, waterpower developers should consider that there will be several 'roles' that must be performed. It is important to have enough resources available to ensure that one person is not responsible for carrying out all of these responsibilities on their own. In some cases, the credibility of community engagement processes comes from separating the experts, the advocates and the facilitators – those who are managing the process of community engagement. The following figure identifies six important team members whose assistance will likely be required when convening community engagement processes:

Project Coordinator	Manager of Digital Input
Project Expert	Facilitator
Communication Specialist	Scribe or Recorder

Function	Role and Responsibilities
Project Coordinator	The coordinator is responsible for the overall engagement plan. The coordinator is the key point of contact with the municipality, with the community and with the other members of the team.
Project Expert	This is the content expert and the point person who has a solid technical understanding of waterpower. There may be more than one technical expert, depending on the nature of the project.
Communications Specialist	Responsible for developing and coordinating community engagement. This includes working with the municipality to handle advertising of public meetings, media relations, display and graphic material. This person may also manage digital input.
Manager of Digital Input	Sets up a web presence and manages the website and social media accounts. Coordinates and oversees all input to the website and works with communications to address issues around privacy, security, monitoring input and responsiveness. Should be monitoring the effectiveness of the digital engagement campaign. May be handled by the communications specialist.
Facilitator	The facilitator is the process convener; the point person who organizes and facilitates meetings and supports productive dialogue.
Scribe or Recorder	Responsible for taking minutes of all meetings including public meetings, workshops and focus sessions.

2.4 The Municipal Decision Making Process

Municipalities derive their authority from various pieces of legislation including the *Municipal Act*. Under the *Municipal Act*, "municipalities are created by the Province of Ontario to be responsible and accountable governments with respect to matters within their jurisdiction, and each municipality is given powers and duties under the Act and many other Acts for the purpose of providing good government with respect to those matters." (Section 2, Municipal Act)

In addition to the *Municipal Act* that provides a framework document for municipalities across Ontario, authority for other important activities may also be found in other legislation include the *Planning Act*, the *Heritage Act*, the *Building Code Act*, the *Social Housing Reform Act*, the *Police Services Act* and the *Emergency Management and Civil Protection Act* to name a few. In some cases, municipal services are mandatory – they must be provided. In other cases, services are optional and Council can decide whether or not to provide them. In addition, where a two-tier system of government (county or region and a local level of government) exists, some services are delivered by the upper tier and some services by the lower tier.

Waterpower developers will need to be familiar with the municipal procedures in place for getting on the Council Agenda. The following information may be particularly helpful:

1. Become familiar with any procedural by-law outlining the governance structure in place (e.g., Committees of Council, etc.). This information may be obtained from the Clerk.

2. Determine when Council meetings are held. Usually this information is posted on the municipal website and usually Council meets regularly (e.g., second Monday at 2:30 p.m., for example).

3. There may be specific procedures in place but usually an item can be added to the Council Agenda in three ways:

    a. By forwarding an email to the Clerk directly;

    b. By writing a letter to the Mayor and Members of Council; and/or

    c. By delivering a request in person to the municipality directly.

4. A request should include:

    a. Contact information (first and last name, mailing address, daytime telephone number, cell and/or fax number and email address);

    b. An outline of the request – any background information and/or other details that will be helpful; and

    c. Any relevant background information including any specific timing requirements if making a presentation to Council.

5. Usually a confirmation from the Clerk will be forwarded indicating when the item will be considered. A copy of the Council Agenda can usually be downloaded from the municipal website.

6. Please note that when speaking at Council Meetings, the time allotted is often very minimal, sometimes as little as 5 minutes. If this is the case a meeting with a subset of the council and staff may be beneficial to get the word spread, followed by a staff report on the meeting presented to the full council from staff.

Step 2:
Developing a Community Engagement Strategy

STEP 1
Preparing for Engagement

STEP 2
Developing a Community Engagement Strategy

STEP 3
Executing the Strategy

STEP 4
Assessing Results and Sharing Experiences

This Chapter provides insight about broader community engagement. As mentioned previously, there are instances where all of these approaches may be appropriate. In more cases than not however waterpower developers may wish to consider the utility of the approaches described in this Chapter and determine whether some, all or none of these should be used. In considering the utility of these approaches, there are many factors that will need to be taken into account; not just the resources available to carry out community engagement, but also the scope and size of the project, the approaches that have been employed successfully in the past and the desires of municipal leaders and community members. This is a Toolkit of potential practices, and as such, it offers a suite of tools that may be used.

Waterpower developers wishing to engage at the community level need to be aware that across Ontario, each of the 444 municipalities that exist are unique entities. Their histories, their demographic composition, their strategic imperatives, the issues with which they are dealing, the desires of community members, the interaction between elected leaders and ratepayers are all different. No two communities are alike. It is important therefore for waterpower developers and project managers to not make assumptions about a place, or about the people that comprise that place. Consider the needs of the community specifically and focus on local conditions, needs and expectations. Just because a particular approach worked in a neighbouring community does not imply or suggest that the same degree of success will be realized elsewhere.

The sharing of information, data and knowledge is a critical element of any community engagement process. It is important to consider the local context when determining what information to present and how to present information to community members. It is also important to consider the level of technical detail that may or may not be necessary.

One of the most important considerations for waterpower developers and/or project managers is to be able to communicate to that community why the project and importantly, why participation in the decision making process is beneficial to them.

"WIFM"

That old adage, **What's In It For Me** needs to factor prominently.

Perhaps one of the most important considerations for effective community engagement is the development of a community engagement strategy; one that is premised on local circumstances and community-based marks of success. Engagement should never be unplanned, ad hoc, piecemeal or unreflective of local conditions. Successful engagement requires the thoughtful development of a comprehensive community engagement strategy. The strategy should always be developed with input from the community in question. This Chapter provides detailed information about the steps involved in developing an effective Community Engagement Strategy. There is also a Community Engagement Strategy template located in the Appendix of this document for use.

3.1 Success Factors for Engagement

Successful engagement initiatives that are well administered require an overall organizational infrastructure that considers the following:

- Corporate leadership, commitment and backing for effective community engagement;

- Appropriate strategic oversight and engagement planning and project management that sets up and supports the achievement of a number of focused objectives; and

- Day to day work skills that go into the final design, implementation and facilitation of the process.

Effective community engagement is premised on a number of important success factors that should be part of a planning process. While there are always factors that can influence a final decision or outcome, there are a number of important determinants of success including:

- Clear, accurate and consistent communication with the community and with community leaders and staff;

- Transparent processes that link the results of community engagement to decision making;

- Recognition of the knowledge and expertise of all participants;

- Representative participation across the community; and

- A process that is accessible and socially inclusive.

Effective engagement and participation is premised on the principles of the OWA's Class Environmental Assessment. These core principles include the following:

Mutual Respect

- for differing values

- for differing roles in the environment

- for responsible development

- for timelines

- for each parties' constraints

Transparency

- of information will be provided to allow for meaningful and constructive participation and consideration of values

- of participation in the EA process will inform the outcome of and the final decisions for the project

Trust

- that all involved will contribute to the sustainable development and use of Ontario's waterpower resources

- that information gathered will not be used as a means of penalizing the people who provided it

- that there will be follow-through on commitments made

Clarity

- of purpose and objectives

- of how, when and which decisions can be influenced and those decisions that cannot

- of mandates and/or stake in the development of the project

- of how information will be used or may be used during the planning of the project

- of how participants can be engaged

Flexibility

- of adaptive participation programs to address the public's ability to be involved. This must be considerate of the ability of participants, in order to contribute to the development of the timelines, and specifics of how the process will be executed

- of translation of publications and information to local languages, as appropriate

Certainty

- of a defined beginning and end to the process

- of the use of a single coordinated process

Key Message: Be transparent. Design the engagement process so that the results link directly to decision making. Ensure community members are able to see how their contributions have been effective and valued.

Key Message: Engage early and often – well before a Municipal Council Resolution is required – engagement processes take time.

Key Message: Be flexible. Come with a proposed strategy but be willing to accommodate changes in timing and in process design based on advice from initial contacts.

Key Message: Value the contributions of all.

Key Message: Be inclusive. Provide opportunities for all interested parties to participate.
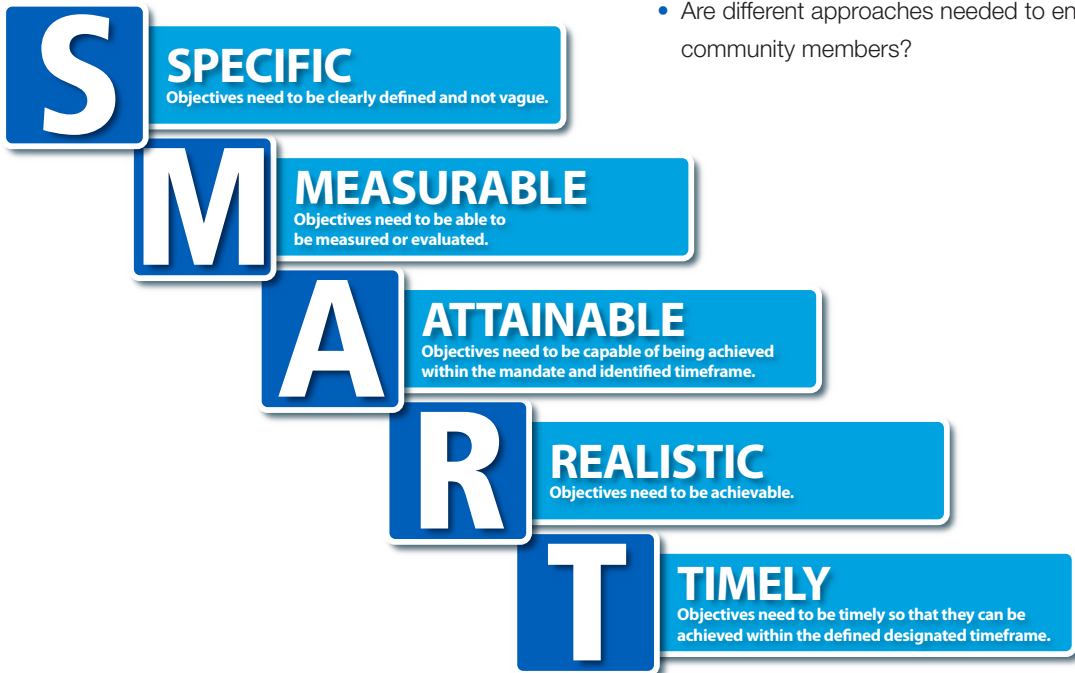
Purpose and Objectives:

An objective is a clear statement of purpose; it outlines what is to be achieved. Defining objectives and the purpose of engagement is essential at the outset as this establishes what needs to be accomplished and why. A clear purpose and objectives, well communicated to the community, will establish the framework for engagement and will allow expectations to be managed from the outset.

Development of objectives needs to be carried out using the SMART principles:

The purpose and objectives of the engagement exercise need to be clearly communicated to the community and a set of key messages needs to be developed.

Once key messages have been developed and community members identified, it will be important to consider whether there is a need to use different approaches based on the constituent interests involved. Waterpower developers and project managers should ask themselves:

- How can communications be done effectively?

- Are different approaches needed to engage key community members?

S SPECIFIC
Objectives need to be clearly defined and not vague.

M MEASURABLE
Objectives need to be able to be measured or evaluated.

A ATTAINABLE
Objectives need to be capable of being achieved within the mandate and identified timeframe.

R REALISTIC
Objectives need to be achievable.

T TIMELY
Objectives need to be timely so that they can be achieved within the defined designated timeframe.

3.2 Building Collective Intelligence

Successful engagement processes provide opportunities for meaningful input across a wide community-based spectrum and, importantly, they allow a diverse group of people to come together to develop a common understanding and critically to learn together. This learning allows individual community members to become open to new ideas and to suspend inferences and perceptions in favour of what is true and not what they believe may be true. From the lens of the waterpower developer and/or project manager, engagement supports community-based conversations that bring people together who can contribute to the success of the decision making process.

3.2.1 Identifying Stakeholders and Community Members – Reaching All Community Constituents

Developing an effective community engagement strategy requires an understanding of what that community is and who that community consists of. No one is more adept at identifying key community members than those who work at the municipality and who have been elected to serve as community leaders.

Waterpower developers and project managers are advised to take the time to assess community interest and to identify community members and stakeholders by working collaboratively with the municipality. The key is to develop a process that is valued and valuable for the entire community and to tap into the resources 'on the inside' of the community to define the right people to be engaged.

One of the most critical success factors is ensuring that those who need to be engaged are engaged effectively from the outset. This necessitates a proper analysis of the community, but it also requires an understanding of the constituent 'parts' of that community. Three critical questions for waterpower developers and/or project managers are:

- Who are the individuals and organizations that will care about the project?
- What might their concerns be?
- Who could benefit?

Analyzing who should be part of any engagement process can be done using many tools – stakeholder mapping is one that holds promise particularly for those involved in project management. But stakeholder mapping works well if there is a defined stakeholder base – how can a waterpower developer map 'the public'?

Other tools that are available to determine who has influence in a particular community include:

- Technorati, an electronic platform that enables blog searches to be carried out
- WeFollow.com or TwitterGrader to find popular people on Twitter.

Before embarking on a detailed analysis of 'the public' or 'the community', it is important to realize that the level of participation among different groups will vary. There is no single defined public but rather different levels of public (public interest) in any given issue across any community. People and organizations are motivated to participate in different ways.

Work completed in the early 1990s by Aggens and subsequently by Creighton indicates that for any given issue, orbits of participation can be defined. The closer to the 'centre of the orbit' that an individual or organization is, the greater the investment by both process leaders and the group as a whole. Groups rarely remain in one orbit, but can shift from one orbit to another, depending on the issue at hand and the impacts that they are likely to perceive.

Commenters
Technical Advisors
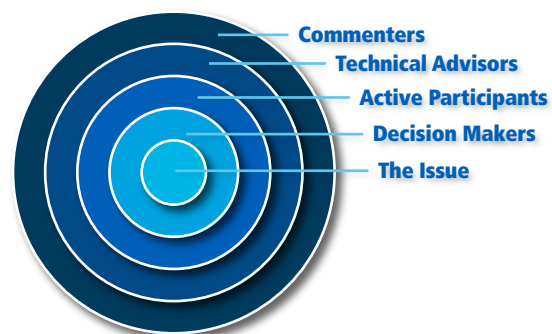**Active Participants**
Decision Makers
The Issue

Figure 3-1: Aggens Orbits of Participation

Viewed from an engagement perspective, implementation of any successful engagement process cannot occur without the participation of decision makers. Active participants consist of organized community groups or individuals who have a deeply vested interest in the issue and who will commit to participate. Technical Advisors typically consist of individuals or agencies with specialized training or knowledge. Commenters care about the issue but are not genuinely motivated a significant amount of time to the cause. Observers will read material forwarded to them but will likely remain silent unless there are serious issues that capture their attention and motivate them to take action. The 'Unsurprised Apathetics' are those who are aware of the project but have chosen not to participate.[4]

Key Message: Work collaboratively to design a community engagement strategy to address the needs of all levels of 'the public'.

It may be helpful to identify community members and stakeholders using the following checklist:

Constituency	Details
Government	Municipal Staff
	Neighbouring Municipalities
	Upper levels of Government
	Regulators (MNRF, MOECC)
	Political contacts – Elected community leaders, MPs and MPPs
Industry	Neighbouring waterpower operators
	Competitors (other renewable operators)
	Suppliers of financial resources (e.g., investors, lenders)
	Suppliers of human resources
	Industry Associations
	Business Associations
	Sector-specific representatives (e.g., agriculture, tourism, etc.)
Community Groups	Ratepayers
	Residents
	Special Interest Groups and Organizations

[4] International Association for Public Participation.

One of the ways in which organized community members can be identified is through the use of a Stakeholder Mapping tool.

Stakeholder Mapping

Dr. Steven Waddell, Director of The Collaboration Works in Boston, has specialized in societal learning and engagement, and looks at organizational learning from the perspective of creating social capital and in this way has taken the concept of social/system mapping and modified its application to study and 'map out' stakeholder networks. His approach focuses on understanding the whole system and capturing relationship networks in a visual way. Waddell uses stakeholder mapping as a tool to identify:

- Who has to be engaged
- The linkages between respective groups
- Key points of leverage.

Waddell maps use specific mapping conventions to draw relational networks. He uses size to depict power; straight lines to demarcate direct linkages; double lines to demarcate strong linkages; broken or dashed lines to show intermittent contact; and broken lines to demarcate disconnects and/or broken linkages. Lightning bolt lines provide visual evidence of conflict. The map conventions appear below:

Mapping Convention	Symbol
Size = Power in an Issue	
Linked	
Strong Connection or Alliance	
Informal or Intermittent Contact	
Broken or Disconnected	
Conflict Exists	
Potential Connection or Non-Existent Connection	

Source: Steven Waddell. The Collaboration Works.

Usually, stakeholder maps divide stakeholders into one of three sub-categories: Government, Industry and Civil Society.

There is a logical and sequential process that is followed to complete a stakeholder map:

Step 1: Define the project and determine that an engagement paradigm is appropriate and desired at the community level.

Step 2: Working collaboratively, develop a list of key stakeholders and community members who will have an interest in the project.

Step 3: Develop a simple map using the conventions identified above.

Step 4: Revisit the list to identify who has been excluded.

Often it is helpful to list the stakeholders and key community members on a chart before developing the stakeholder map. A template such as the one below may be of assistance in this regard. A full size Template has been provided – see Appendix B (Template B-1) for more information.

The Stakeholder Chart can be used to develop a Stakeholder Map, identifying those individuals and organizations on the basis of their affiliation to: Government, Industry or Civil Society.

Proponents can also identify stakeholders and key community members on the basis of what the anticipated level of participation will be. By taking the time to assess the community and key community members, proponents can develop an engagement strategy that targets key decision makers and power brokers and also define other community-based groups who will be interested in the project.

By plotting all parties in their appropriate position on the following stakeholder 'bulls eye' proponents can gain insight about how a co-creative process may take shape, given the distribution of partners and clients.

Members of the 'general public' are harder to identify. While the above tools are effective for identifying organized stakeholders, successful community engagement often ensures that the individual resident is engaged and has the opportunity to participate. Successful engagement initiatives focus not on providing a forum for the loudest voices but rather on creating a space where the views of all are invited and valued. Some of these challenges can be overcome by designing an engagement process that is tailored to meet the needs and desires of the local community.

Key Message: Be certain to design an engagement process around the interests and needs of the local community. Consider how the process will create and sustain momentum across a wide spectrum of community interests and over a potentially long period of time.

Key Message: Map community members and stakeholders and consider their connections not only to decision makers but to one another.

There are many tools that can be used effectively to encourage engagement across a wide spectrum of community interests. In some cases, mobilizing interest at the community level is related to the development of key messages and the need to ensure that messaging, as noted above, is placed in the context of what the project means for the community. The critical issue for the community is to understand why they are being asked to participate.

Who	Legislative Authority or Responsibility	Motivations and Interests	Level of Influence (Low, Moderate or High)

3.3 Understanding the Conversation Continuum

The International Association of Public Participation (IAP2) Spectrum represents community engagement as a continuum of activities as shown in the Figure below.

The Public Involvement Spectrum[5]

INFORM   INFLUENCE/CONSULT   INVOLVE   COLLABORATE   EMPOWER

At one end of the spectrum, community engagement may involve no more than a basic level of interaction with the local community, that being to focus on simply informing the community or providing information out to community members about a particular issue/problem or project. As the engagement process moves toward a more directed methodology of interaction, **consultation may be used** to obtain public feedback on options and alternatives.

Once stakeholders and community members have been defined, the process moves away from information dissemination and gathering and moves toward two-way information sharing. The **public involvement** approach (i.e., the process prescribed by legislation such as *The Planning Act* and the *Environmental Assessment Act*) represents more active and more interactive engagement. **Collaboration** which derives from the Latin word *co-laborare* (laborare = to work; co = together) offers a more engaged approach. Parties work collaboratively to develop alternatives and to define a preferred approach. Finally, at the very end of the spectrum – is empowerment – where decision making is shared. It is worth noting that *full empowerment is frequently limited by legislation and the inability to transfer decision making directly to the public.*

Circumstances will dictate the application of these activities, based on goals, objectives and desired outcomes. Usually a comprehensive engagement strategy will employ a variety of these activities since a variety of approaches will be required at different times in the process.

Inform	Influence and Consult	Involve	Collaborate
Provide Information	Exchange Information, Both Ways	Promote Dialogue and Exchange Information, Both Ways	Strive for Consensus
Build Awareness	Foster Knowledge and Understanding	Build Support and Commitment	Seek Shared Understanding, Common Purpose and Collective Action

As with any task, it is important to select the right tool – the most appropriate tool or suite of tools – to get the job done.

Key Message: To determine the right tool or approach, consider the following key questions:

- What level of participation is appropriate?
- Which tool or tools match the level of participation, project own objectives, community objectives and the outcomes to be realized?
- Is the process inclusive of all interests?

The Spectrum for Working Together and Related Tools

Tools	Inform	Influence	Involve	Collaborate
Public Advisory Committees				✓
Workshops			✓	
Technical Committees			✓	
Focus Groups			✓	
Open Houses		✓		
Surveys		✓		
Public Meetings		✓		
Fact Sheets	✓			
Media Releases	✓			
Newsletters	✓			
Scientific Reports	✓			
Discussion Papers	✓			

There are other important factors in selecting the right tools. How complex the problem is and how much risk there is in the situation should also play a key role in determining which tools are to be used. Some tools are better than others at dealing with complexity and managing risks. The following schematic, developed by Wianecki offers an illustration of the types of tools based on the level of risk and the degree of complexity:
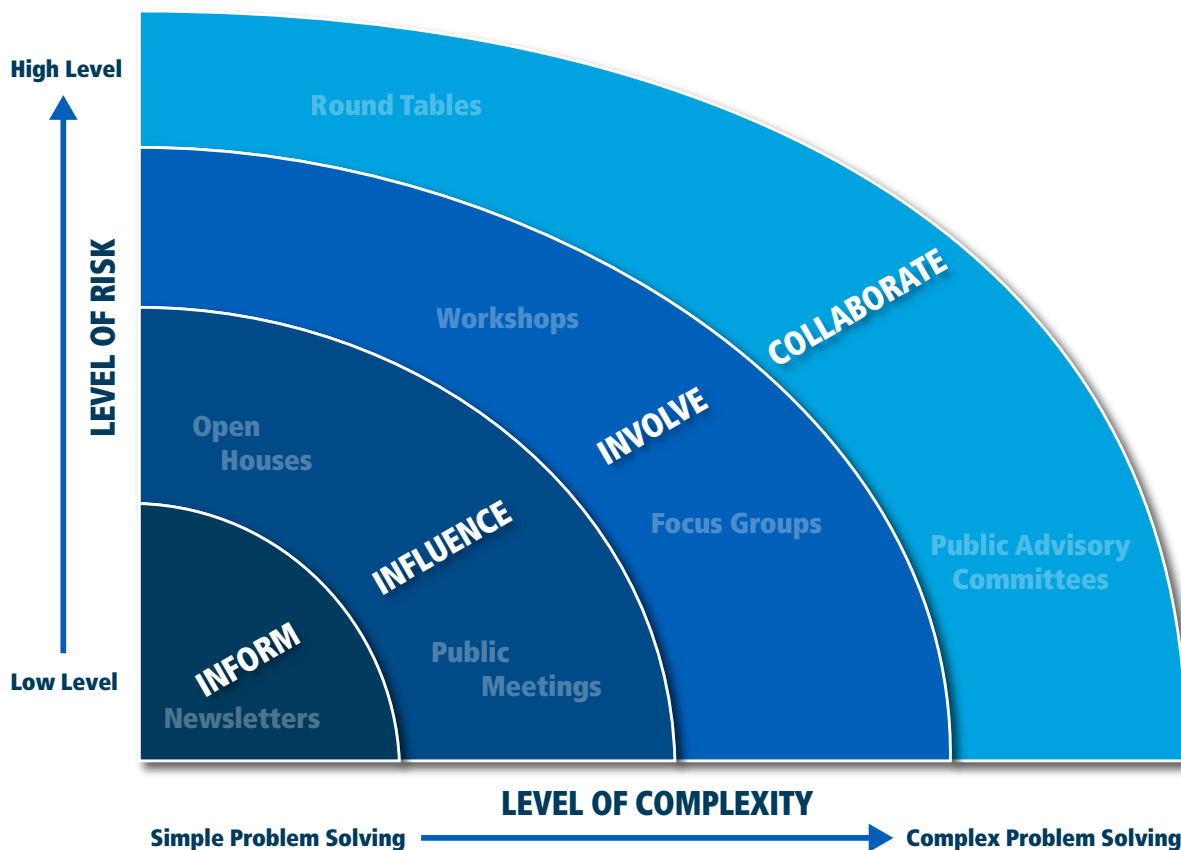
This represents a simplified approach for determining the tools to be used, based on the level of involvement needed or desired. It should be noted however that this is a general guideline and that the appropriate level of engagement and the methodologies used to solicit that engagement will depend on a number of factors, including:

- Time and Resources Available
- The Interests of the Groups Involved
- Existing Levels of Trust
- Type of Information Needed
- Type of Outcome Required (i.e., decision or recommendation)
- Skill level of the participants
- Preferences of the Groups Involved (e.g., oral traditions)

Key Message: The approach that is taken will depend on the complexity of the issue and the degree of risk. Waterpower developers should discuss the approach with community contacts.

3.4 Selecting the Rights Tools for Effective Community Engagement

Productive dialogue and engagement with community members can be achieved by using a number of modes of engagement or methodologies. Some of these forms of dialogue and engagement are captured in the following table and have been structured to identify the purpose for which they would be used and some of the considerations that should be taken into account by waterpower developers and/or project managers who are leading community engagement initiatives:

Mode/Methodology	Purpose
Individual One-on-one Meetings	To secure detailed information from stakeholders. Provides an opportunity to do a deep dive with selected community members and, at the same time, offer a confidential space for them to share their insight.
Focus Groups	To secure information and facilitate focused discussion and input. Can be highly effective in offering sector-specific views and perspectives.
Early Leader Interviews	Similar approach to the one-on-one interviews with the exception that Early Leaders are identified at the outset of a process and include those individuals who have special insight or connection to the issue at hand. Some organizations select their Top 30 Early Leaders and draw 10 from government, 10 from industry and 10 from community representatives.
Citizen Panels	Similar to focus groups with the exception that panel members are appointed by the community to act on their behalf. Often effective if there are multiple perspectives and there is value in bringing diverse views to common ground. Citizen Panels act as a representative body of local residents and are often used to identify local priorities.
Block Captains	Some municipalities have divided their communities into wards with specific point persons assigned to act as primary points of contact. The notion is that information would flow through the point person or Block Captain who would act as a conduit to their broader community network.
Public Meetings and Town Halls	Used to reach a large number of community members and stakeholders with project-specific information. Usually involves two-way information exchange with a presentation first followed by questions/answers after.
Road Shows and Open Houses	Used to reach a large number of community members and stakeholders with standard information. Usually structured like a meeting marketplace with booths that display specific information. No formal presentation usually and no opportunity for a formal question and answer period. Individual questions are raised by individuals at information booths and/or with key staff in attendance.

Mode/Methodology	Purpose
Surveys and Questionnaires	To obtain information from multiple sources and potentially diverse community members within a finite timeframe. Can provide detailed and general response.
Workshops and Interactive Sessions	Used to allow community members to provide specific information/feedback in an interactive and collaborative manner. Highly effective in allowing community members to identify design considerations and/or site specific concerns.
Newsletters	Used to document progress and report on results. Highly effective in providing a synopsis of key meetings. Effective in keeping those who could not attend the meeting informed of progress. Usually prepared on a regular basis at key milestone dates and usually uploaded to the municipal website for easy access by any interested party.
Kitchen Table Dialogue	Used to encourage existing social networks to convene small group conversations. Are usually convened by a facilitator who uses a Kitchen Table Conversation Guide to pose a series of specific questions. Requires skill on the part of the facilitator and time to record input and follow up.
Pop-Up Events and Community Fairs	A new approach to engagement. Instead of expecting that community members will 'come to us', we 'go to them.' Pop-up events are organized around existing community events – festivals, fairs and the like. Usually a booth is set up and comment cards are provided by staff who are available to engage in one-on-one conversations with community members.
Web-based Processes	An important component of any comprehensive community engagement strategy. Organizations are posting blogs, using twitter feeds, creating Facebook pages and engaging community members digitally. There is also a trend to host Webinars for presentation-style meetings using LiveMeeting, Skype or GoToMeeting. Webinars can present technical difficulties associated with video and sound and while they allow people to attend from anywhere, if there are infrastructure concerns, a webinar platform may prove problematic.

Key Message: There are many ways in which information can be shared and input secured. Effective engagement processes focus on incorporating a range of options that include one-on-one meetings, focus sessions, large community dialogue, interactive workshops and the like. The use of digital media is becoming an increasingly important tool for effective engagement.

Step 3:
Executing the Strategy

STEP 1
Preparing for Engagement

STEP 2
Developing a Community Engagement Strategy

STEP 3
Executing the Strategy

STEP 4
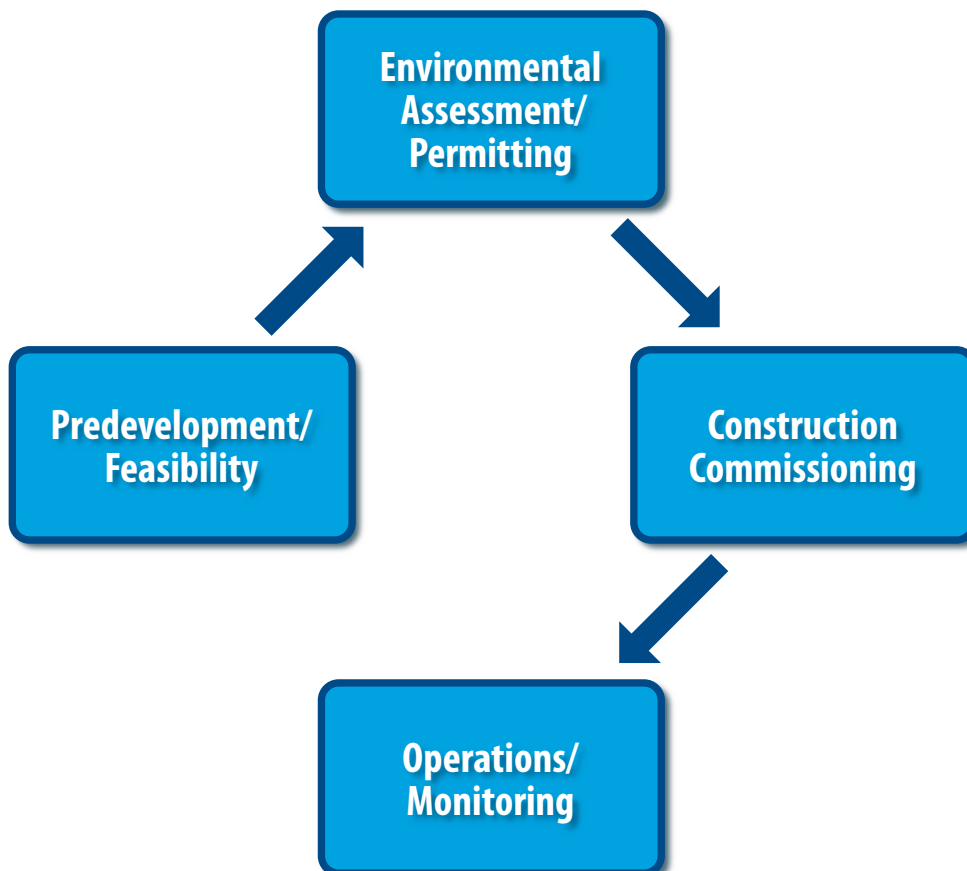**Assessing Results and Sharing Experiences**

4.1 Preparing for Success

There are a number of good practices that can be employed to ensure that community engagement initiatives start off on the right foot. Some of these good practices include the following:

- Set up an early online presence by developing a website to launch the community engagement initiative and ideally there would be a portal created on the municipal website that would provide a central repository for all information relating to the project and the engagement process;

- Consider signing up for Facebook, Twitter and/or YouTube well before the use any of these platforms. It only takes a few minutes and will ensure that the project has the name confirmed before someone else does.

- Sharing information well in advance with community members in a format that is readily available and accessible to all;

- Using Community Newsletters as an effective vehicle for keeping the community informed of progress.

Waterpower developers may also wish to consider the utility of applying these tools throughout the development cycle:

Environmental Assessment/ Permitting

Predevelopment/ Feasibility

Construction Commissioning

Operations/ Monitoring

4.2 Improving Meeting Outcomes and Making Effective Community Presentations

Waterpower developers and project managers may select from a variety of tools and techniques for communicating to the community – these have been discussed in some detail in Chapter 3. Regardless of whether an Open House, Workshop or Design Charrette is being planned, there are some important ground rules for ensuring that the meeting is successful.

In the case of broad community engagement, participants will not be selected to attend but rather will make the decision to attend on their own. In some cases, workshops and focus group sessions may be held that require the developer to select participants. Where a meeting is being convened with a select list of participants, it will be important to ensure that the right people are in attendance. Municipal contacts will likely be able to identify who should participate.

Waterpower developers and project managers need to set clear and achievable objectives. The purpose of the meeting must be clear and the agenda designed in such a way that the desired outcomes are achieved. Reverse engineering is a tool that is frequently used by facilitators. Waterpower developers should ask themselves the following question:

> *"It is the end of the meeting. The meeting has unfolded perfectly. Have all objectives been achieved? What has been accomplished?"*

By considering the desired outcomes, the meeting can be structured to allow these marks of success to be achieved.

Recognize that planning for a successful meeting or series of meetings requires the same thought process and logical approach that waterpower developers and project managers will use to develop their engagement strategy. A useful approach is to apply the same four step logic model that is advocated throughout this document;

- Step 1: Prepare for the meeting(s)
- Step 2: Develop a meeting plan
- Step 3: Execute the plan
- Step 4: Assess the results

Techniques that can improve the outcome of most meetings include the following:

Step 1: Prepare for the meeting(s)

- Preparing meeting materials collaboratively with engaged and interested municipalities;

- Developing meeting Agendas collaboratively, particularly if there are community groups with particularly strong views or opinions about waterpower in general and/or the project specifically;

- Relying on municipal contacts as Trusted Advisors to provide guidance on the best time/day to convene community meetings;

- Checking to ensure that presentation materials are simple, straightforward and easily understood; and

- Sticking to the Agenda;

Step 2: Develop a meeting plan

- Having an Agenda that includes topics and timelines and sticking to the Agenda as closely as possible;

- Ensuring that meetings are accessible to all; and

- Having the right people in attendance to be able to answer questions accurately.

Step 3: Execute the plan

- Having a welcome desk and sign in sheet to create a master list of community contacts;

- Describing the meeting purpose so that everyone understands why they are in attendance;

- Speaking in plain language;

- Holding any questions to the end of the presentation;

- Providing enough opportunity for questions. If there are many questions, consider asking everyone who would like to ask a question to stand. Moving from the left to the right side of the room, assign a number to each person standing and move through the numbers sequentially. Consider asking participants to limit themselves to one question until everyone has had the opportunity to raise any issues and then indicate that there will be subsequent opportunities to come back to those who may have questions remaining once all have had an opportunity to speak;

- Checking that the audio system works effectively; and

- Ensuring that presenters can be heard and understood.

Step 4: Assessing Results and Sharing Experiences

- Preparing meeting minutes in a timely manner (e.g., within 72 hours of the conclusion of any meeting);

- Distributing meeting minutes electronically not only to those in attendance but to all community members who may have an interest;

- Conducting a debriefing to assess successes and opportunities for improvement; and

- Applying lessons learned in subsequent meetings.

Key Message: The audience will learn more when you say less.

Remember: the average attention span is 10 minutes!

Key Message: The purpose of a public meeting is to educate participants so that they can evaluate choices and make the decisions that they believe are the right ones for them.

In some cases, it may be advisable to retain the services of a professional facilitator. A facilitator can demonstrate a degree of impartiality that those involved in a project may not.

It may also be prudent to engage specific community members, based on their level of interest and their desire to be part of the process.

Key Message: Several ground rules for success include:

- **Keeping the message simple and focused on the community**

- **Ensuring presenters are effective communicators – that they can be understood and that they are active listeners, capable of hearing the issues and responding effectively to them**

- **Ensuring the right members of the team are in the room – those who can answer questions that may arise from the community**

- **Ensure follow up and follow through promptly on any commitments made for additional information.**

4.3 Anticipating the Challenges of Engagement

Waterpower developers and project managers will no doubt face challenges when engaging with some communities. To help set the stage for a productive conversation, the principles of Appreciative Inquiry may be particularly helpful. Appreciative Inquiry is an approach that allows dialogue to be placed in a positive frame of reference. If there is a meeting that has the potential to be particularly challenging, presenters can establish meeting ground rules that are based on the principles of Appreciative Inquiry which embodies the following approach:

- I look for the best in myself
- I look for the best in others
- I look for the best in the world around me.

Appreciate Inquiry (AI) allows everyone to keep focused on the positives; to suspend judgment and to not make assumptions but moreover consider how issues can be considered as opportunities.

4.3.1 Managing Expectations

Community expectations can be raised through community engagement initiatives. It is extremely important for waterpower developers to be clear about what can be done and in particular who is responsible for making any decision to proceed. Waterpower developers will need to be clear at the outset about their role, the role of Municipal Council and the role of the community. It is also important to recognize and acknowledge that community interests and values will often be expressed in detail early in the process but

may not be able to be specifically assessed until later in a project development cycle (e.g., environmental assessment). Effective community engagement not only includes recognition of the issues raised but also the creation of an understanding of when and how during the process they are best addressed. Explaining the project development lifecycle, as illustrated below, can be helpful in establishing a common understanding in this regard.

Project Concept/ Scoping

Detailed Design

Construction and Commissioning

Project Definition

Permitting and Approvals

Operation and Monitoring

Environmental Assessment

Environmental Study Report

The community will be engaged throughout the entire life cycle of a project. The engagement process is not linear, but iterative and evolutionary.

◄ COMMUNITY ENGAGEMENT ►

4.3.2 Including the Excluded

One of the most difficult challenges in community engagement is to reach those who are traditionally excluded from community conversations. Standard engagement protocols tend to support the more visible, more organized and more influential members. To be successful, however, waterpower developers can 'cast a wide net' and extend the reach to engage all sectors of the community. When completing the stakeholder and community analysis, it is important for waterpower developers to identify 'the spaces in between' and the gaps that are easily identified between community members. Key questions to be asked include:

- **Who else needs to be heard?**

- **Who is not represented?**

- **How can a dynamic (cross-spectrum) demographic be reached?**

4.3.3 Dealing with Challenging Situations

In an ideal world, engagement processes advance and realize consensus. In practice however this is not always the case. While conflict may sound negative, it is a normal part of the discussion process. Good ideas come from the exchange of ideas and information and, as has been said many times, "none of us have all of the answers but all of us have some of the answers" and that is why listening to and learning from others can produce results that are innovative, leading edge and truly remarkable. Effective engagement processes may not necessarily be characterized by an absence of conflict but rather the inability of different community members to engage in a respectful and productive dialogue. Waterpower developers need to consider the success factors of engagement (clear, accurate, consistent, transparent, representative, accessible and socially inclusive). It is also important for waterpower developers and/or project managers to develop contingency plans and to have in place, a standard approach for dealing with complaints in a timely and transparent manner.

It is also important to recognize that while conflict can develop in response to the emergence of issues and concerns over time, there are communities who have a history of volatility and internal conflict. Waterpower developers need to be particularly mindful of the local history as discussed previously and the importance of determining if there is a legacy of mistrust or distrust that needs to be addressed.

Finally, waterpower developers may find that despite their best efforts, the community is suffering from 'engagement fatigue'. Meetings that are poorly attended may be indicative of too much engagement, or there may be more tactical reasons that need to be explored. It is important for waterpower developers to be continually taking the pulse of the community by monitoring the uptake and results of engagement efforts. It is advisable to convene regular debriefings with community leaders to assess whether and how efforts to engage the community can be improved upon.

4.3.4 Dealing with Challenging Personalities

In any engagement process, it is inevitable that those responsible for convening the process and facilitating dialogue will encounter challenging personalities. For a waterpower developer, it is important to recognize that the issue is their behavior and not them as individuals. Information about the following challenging personalities follows:

- The 'Under' Participator

- The 'Over' Participator

- The 'Aggressive' Participator

- The 'Critical' Participator

- The 'Overly Agreeable' Participator

Dealing effectively with challenging personality types reinforces the importance of setting the process up for success by focusing first on preventing challenges by developing an agreed-upon Agenda, establishing ground rules and identifying meeting outcomes, and importantly, exhibiting professional and respectful behavior for all, by all, at all times. When an intervention is required, the following suggestions, tips and management practices may come in handy:

In general, it is important to recognize that difficult conversations and challenging behavior often come from frustration and fear. There is an opportunity to use the power of the community collective to manage those who may attack individuals personally, infer and make accusations and generally exhibit disruptive behavior. There is value in identifying what is seen and heard if facilitating the dialogue and it is important to demonstrate positive body language. Acknowledge the contribution but ask if there are others who share a different view.

Challenging Personality Type	Tips, Tools and Techniques
Under Participation	• Use their first name • Ask open-ended questions (None that require a 'yes' or 'no' response) and wait for a response • Ask them to respond to suggestions made by others • Plan for extra time if there is an indication that The Silent Type will be attending • Make and sustain eye contact • Confirm that there are no right or wrong answers • Consider a different facilitation technique – Are they more comfortable sharing in a small group? • Do they know one another? Try an ice-breaker with a purpose • Value silence: it is an important component of facilitation – uncomfortable silences however are not
Over Participation	• Don't discourage and monopolize…encourage others to participate more • Ask closed-ended questions • If this is expected to be an issue, set important ground rules at the start (e.g., We have a lot of attendees and many who will want to speak, please limit your comments/questions to one initially. Once we have heard from everyone, we will circle back…) • Suggest that some individuals have contributed several times and that there may be others who share a different view • Encourage all attendees to participate • Indicate that rich conversations are those that reflect a diversity of perspective • Summarize and Move On
Aggressive Participation	• Attacking; abusive; intimidating • Recognize that sometimes aggression comes from insecurity • Can use outbursts that are full of rage and can lose control • Remain calm and relaxed • Listen, clarify and acknowledge • Use the group to advantage • Maintain eye contact; give them time – they will run out of steam or say something inappropriate • Suggest a private discussion • If there is a power imbalance in the room, use a Roundtable format and invite all participants to speak
Critical Participation	• Reference AI • Recognize and legitimize the concern but provide an opportunity to turn things into a positive…What is the opportunity for us here? How can we successfully address this challenge? • Recognize they are entitled to their opinion and perspective but suggest that there may be others who hold a different view • Try to move them into rational problem solving mode • If all else fails, ask them how they would like the discussion to end?
Overly Agreeable Participation	• Motivated by stability and often by recognition • Want to make a favourable impression • Very verbal • Very focused on wanting to help • Conflict averse • Good listener • People-focused • Relationship-focused • Use group convergence techniques

4.3.5 The Telltale Signs of Group Fragmentation

Community engagement has the potential to support the creation of collective intelligence and wisdom but this is not always the case. Just as humans have the ability to advance wisdom through highly functional collaborations, there is the very real potential for dysfunction. Waterpower developers and project managers who are working with communities need to be able to recognize the signs of dysfunction. There are essentially two early warning signs that offer tremendous insight for those who are convening engagement processes. These two early warning signs include:

- Actual separation and fragmentation; and

- The illusion of unity and agreement.

Perhaps one of the most telltale signs of group dysfunction are the signals that emerge during a dialogue or conversation. Participants may resist the ideas of others, they may make reference to some group members as 'they' and/or they may disregard perspectives, information or data that does not align with their own views or information sources. In more extreme calls, the trend toward separation and fragmentation becomes more oppositional and more personal. Instead of attempting to understand a different perspective or different data, polarized views begin to emerge as the issues become personal. Polarized conflict can lead to deep divisions across community lines and anyone responsible for managing engagement processes must be in tune with the early warning signs as polarized conflict is very much like a fire, with discrete and recognizable tipping points.

The second telltale sign of group dysfunction involves the illusion of unity and agreement. Group members appear silent and give the impression of unity and agreement. The illusion or impression of unity masks a separation that already exists. Waterpower developers and project managers will want to inquire about the pre-existence of community-based conflict when carrying out the initial engagement design to ensure that polarization does not already exist at the community level.

4.3.5.1 Turning Dysfunctional into Functional – Dialogic Leadership

In order to address polarization and fragmentation, waterpower developers and project managers can practice dialogic leadership. Dialogic leaders are those who convene productive dialogue. They have the ability to evoke people's genuine voice. They have the ability to listen deeply – first to understand and second to be understood. They have the ability to hold space for the diversity that exists and the value that diverse perspectives bring to the table and the ability to broaden awareness and perspective.

In any group conversation, some people will move to initiate ideas and make suggestions; others will follow – they complete what is said and offer support. Others oppose or challenge what has been shared and still others stand by and offer perspective or context. Anyone responsible for convening productive dialogue needs to keep the conversation balanced. There are many resources that speak about the strategy of dialogic leadership. There are also many suggestions contained in this Toolkit that focus on creating a space for productive dialogue and dealing with challenging situations.

4.3.6 Following Through

After each meeting is over and after community input has been secured, it is important to take the time to follow through. People are incredibly adept at extracting information from the public but not all that effective in closing the feedback loop. Some tasks that should form part of the process of following through include the following:

- Thanking those who have participated.

- Following up on any commitments made.

- Ensuring that any written input has been properly and completely collated and is accessible to those with an interest.

- Providing information to community members to indicate how their input has helped to shape the decision.

- Following up with initial points of community contact.

- Keeping the lines of communication open with the community.

- Keeping a record of what worked well as well as the areas of improvement for next time.

- Sharing lessons learned with others.

Step 4:
Assessing Results
and Sharing Experiences

STEP 1

**Preparing for
Engagement**

↓

STEP 2

**Developing a Community
Engagement Strategy**

↓

STEP 3

**Executing
the Strategy**

↓

STEP 4

**Assessing Results and
Sharing Experiences**

5.1 Evaluating Results

It is important to monitor success and to document not only what worked well in terms of the engagement process, but what was not effective. At each stage of the process, keep detailed notes about the successes and share success with others.

When moving through the community engagement process, take the time to reflect on and answer the following key questions:

Establishing Early Rapport and Respect with Community Leaders and Key Staff:

1. What are the five things that established a solid working relationship with municipal staff and community leaders?

2. What would be done differently, based on the experience, to establish a higher level of trust with municipal staff and community leaders?

The Community Engagement Process:

1. Was the level of engagement sufficient? Too much? Too little?

2. What would be done differently to improve the practice of community engagement? What specific steps could have been taken to make this happen?

3. What was particularly successful? How did these successes happen?

4. What was the one surprise that was not anticipated?

5. What advice would be helpful to others in the waterpower industry who are and will be working at the community level to advance waterpower projects?

6. Any specific advice in relation to the following four 'steps' in the engagement process:

   • Step 1: Preparing for Engagement

   • Step 2: Developing a Community Engagement Strategy

   • Step 3: Executing The Strategy

   • Step 4: Assessing Results and Sharing Experiences

5.2 Sharing Experiences

In keeping with its commitment to build an industry wide awareness and to promote continuous improvement the Ontario Waterpower Association recognizes the value of learning from its members. This document should be seen as a living document that is populated by important lessons that continue to be learned on the ground.

To encourage and support information sharing, innovation and learning the OWA invites waterpower developers and project managers to submit any lessons learned reports and/or case studies of community engagement experiences. The OWA in turn will collate and share this knowledge with the industry. In addition, the OWA also welcomes comments on this toolkit. More information follows.

6.0 Additional References and Resources

Those who have a particular interest in learning more about community engagement may find the following references and resources to be of interest;

Ontario Waterpower Association Resources:

• Class Environmental Assessment for Waterpower Projects
http://owa.ca/assets/files/classea/OWA%20Class%20EA%20FINAL%202015.pdf

• A Community Guide to Small Waterpower Development
http://owa.ca/assets/files/publications/2016-Waterpower-Development-Guide-web.compressed.pdf

• OWA Member Public Outreach Toolkit

   - Non OWA Members can obtain this resource by request

• One Window to Waterpower Development
http://owa.ca/waterpower-information/window-to-waterpower-development/

Best Management Practice (BMP) Guides

• BMP Guide for the Mitigation of Impacts of Waterpower Facility Construction

   - Available for order

• BMP Guides for Species at Risk, including; Lake Sturgeon, Channel Darter and American Eel

   - Available for order

Questions and Comments about this Toolkit may be directed to the OWA;

Address:
Ontario Waterpower Association
380 Armour Road, Suite 264
Peterborough, Ontario
K9H 7L7

E-mail:
info@owa.ca

Phone Number:
1 (705) 743-1500

Appendices

Appendix A: Stakeholder Mapping Template
Appendix B: Community Engagement Strategy Template
Appendix C: Summary of Key Messages
Appendix D: References

Appendix A – Templates and Forms

A-1

Stakeholder Mapping Template

List of Key Individuals and/or Organizations to be Engaged

Project: Community/Municipality:				
Who (Name, Phone, Email, Website)	Legislative Authority or Responsibility	Motivations and Interests	Connections to Others	Level of Influence (Low, Moderate, High)

Appendix B – Community Engagement Strategy – Template

A Community Engagement Strategy may contain the following key elements:

1.0 Introduction

2.0 Rationale for Engagement

3.0 Definition of Engagement

4.0 Objectives of the Strategy

- Target Audience (Primary, Secondary, Tertiary)

5.0 Consultation and Engagement Methodology

- Marks of Success

- Key Messages

- Confirmation of Engagement Protocols

- Database of Participants

- Communication Materials (including digital media)

5.0 Summary and Final Thoughts

Appendix C – Summary of Key Messages

Success Factors – Key Ingredients for Engagement Success

- Be clear about the purpose of community engagement, the objectives of engagement and who needs to be part of the process.

- Approach the community and extend the offer to work together to build a collaborative whole team approach; one that is premised on relationship building and one that is grounded in trust.

- Seek a commitment from community leaders and key staff to create a process that is engaging, inclusive and empowering.

- Facilitate an inclusive, respectful, responsible and transparent engagement process that will allow the community to act in its own self-interest.

Understand the Community and its Members

- Become knowledgeable about the community's history, culture, economic conditions, social networks, political structures, norms and values, demographic trend lines and experience working with outside groups. Become knowledgeable about what the future looks like and become aware of strategic priorities that have been identified, either by Council or by Council in conjunction with community members.

- Determine if there are published municipal protocols that define who the first point of contact should be at the staff level and whether contact with community leaders is desirable. If not, the CAO is likely the best place to start. The CAO will act as a conduit to other staff who need to be engaged (e.g., Director of Planning, Director of Engineering, Director of Public Works, Treasurer, etc.)

- Determine if there are any community-based waterpower champions who could act as initial points of contact into the community.

- Give detailed thought to the real as well as the perceived impacts that may be identified – by community leaders, by senior staff and by community members.

- Become familiar with any issues (particularly controversial issues) that may be part of the community's history or that may be associated with the site in question.

- Make a point to understand how the community sees the waterpower industry generally, and how the community sees your company in particular.

Creating and Maintaining a Positive Impression – Building the Relationship

- Start off on the right foot – there are no opportunities to create a 'second' first impression.

- Wherever possible, work with community leaders to define the goals and objectives associated with the project and with the community engagement process.

- Presentations to Municipal Staff, Members of Council and Community should focus on 'What's In It for Them.' The focus should be to identify how the local community stands to benefit – from the project and from being involved in the decision making process.

- Keep the lines of communication open with key community leaders and municipal staff.

- Building trust is as important as obtaining input. Process is as important as product. Build good relationships and work hard to maintain these throughout the lifecycle of the project.

Success Factors for Engagement

- Be transparent. Design the engagement process so that the results link directly to decision making. Ensure community members are able to see how their contributions have been effective and valued.

- Engage early and often – well before a Municipal Council Resolution is required – engagement processes take time.

- Be flexible. Come with a proposed strategy but be willing to accommodate changes in timing and in process design based on advice from initial contacts.

- Value the contributions of all.

- Be inclusive. Provide opportunities for all interested parties to participate.

Identifying Stakeholders and Community Members – Reaching All Community Constituents

- Work collaboratively to design a community engagement strategy to address the needs of all levels of 'the public'.

- Be certain to design an engagement process around the interests and needs of the local community. Consider how the process will create and sustain momentum across a wide spectrum of community interests and over a potentially long period of time.

- Map community members and stakeholders and consider their connections not only to decision makers but to one another.

Understanding the Conversation Continuum

- To determine the right tool or approach, consider the following key questions:

  - What level of participation is appropriate?

  - Which tool or tools match the level of participation, project own objectives, community objectives and the outcomes to be realized?

  - Is the process inclusive of all interests?

- The approach that is taken will depend on the complexity of the issue and the degree of risk. Waterpower developers should discuss the approach with community contacts.

Selecting the Rights Tools for Effective Community Engagement

- There are many ways in which information can be shared and input secured. Effective engagement processes focus on incorporating a range of options that include one-on-one meetings, focus sessions, large community dialogue, interactive workshops and the like. The use of digital media is becoming an increasingly important tool for effective engagement.

Improving Meeting Outcomes and Making Effective Community Presentations

- The audience will learn more when you say less.

  - Remember: the average attention span is 10 minutes!

- The purpose of a public meeting is to educate participants so that they can evaluate choices and make the decisions that they believe are the right ones for them.

- Several ground rules for success include:

  - Keeping the message simple and focused on the community.

  - Ensuring presenters are effective communicators – that they can be understood and that they are active listeners, capable of hearing the issues and responding effectively to them.

  - Ensuring the right members of the team are in the room – those who can answer questions that may arise from the community.

  - Ensure follow up and follow through promptly on any commitments made for additional information.

Appendix D – References

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