



International Association
for Public Participation

AFFILIATE APPLICATION PACK

IAP2 Canada

The Canadian Affiliate of the International Association for Public Participation

Submitted to:
IAP2 International Federation
January 2011

Submitted by:
IAP2 Canada
Interim Board of Directors

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LETTER OF TRANSMITTAL

IAP2 Canada Interim Board
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International Association
for Public Participation

January 14, 2011

Board of Directors, International Federation
International Association for Public Participation
13762 Colorado Boulevard, Suite 124-54
Thornton, Colorado
USA 80602

Attention: Moira Deslandes, Executive Director

Dear Sirs:

Subject: "IAP2 Canada" - The Canadian Affiliate of IAP2

With great pleasure, I enclose IAP2 Canada's Affiliate Application pack on behalf of the Interim Board of Directors of IAP2 Canada for your review and approval.

IAP2 Canada is presently composed of three operating chapters and two emerging networks that span across Canada. Over four hundred individual members exist within those organizations and potentially more are observing the progress towards a Canadian Affiliate of IAP2.

Effective, ethical and appropriate public participation has the potential to enhance many aspects of life in Canada. **IAP2 Canada will be the national organization that helps to deliver the positive potential of public participation in Canada.**

This affiliate application to IAP2 International Federation is the beginning in our path forward towards that goal.

Please contact the undersigned if further information is required.

Yours very truly

Robert Waldon
President
IAP2 Canada Interim Board
E-mail: rdwaldon@bedfordC4.com
Office: (905) 838-4256

STATEMENT OF COMPLETENESS AND CHECK LIST

IAP2 Canada confirm they have complied with the following in support of our Affiliate Application:

- X Read information pack
- X Local committee/board all provided with copies of information pack
- X Phone meeting with Executive Director held with Committee or Board member nominees
- X Rules, by-laws constitution consistent with IAP2 mission and objectives
- X Registered as an entity in own country (pending)
- X Opened a bank account to meet local legal and taxation requirements (pending)
- X Membership form and/or process identified
- X Members register in existence and consistent with local privacy laws/ requirements
- X Advised Executive Director of likely date of submission for Board consideration
- X Advised own board/ committee of likely date of submission to IAP2
- X Calendar of Events planned for first year
- X Contact details of your Board/ Committee
- X Been allocated a 'mentor' by IAP2
- X Have a database for membership management

INTRODUCING IAP2 CANADA

This is an exciting moment for the field of public participation in Canada. A new national organization will be created. It will be an organization that draws on the experience and knowledge from an established global association of public participation professionals and researchers. More importantly, however, it will be driven by the desires, energy and aspirations of its membership across Canada in their quest to move forward towards a shared vision.

That vision is one where public participation is recognized, valued and embraced for its critical role in the areas of: participatory democracy; policy-making, and; planning for program and project developments across multiple sectors. These are sectors that directly impact the quality and progress of Canadian life, including infrastructure, human services, arts and culture, information technology, resource management and development, environmental assessment, energy production, urban planning and community development.

When done well, public participation has the potential to improve planning, lead to wise decision-making or provide elegant solutions to complex problems. Public participation can identify potential impacts and important environmental, social or cultural needs that may be affected by, or have an impact on policies, programs and projects.

Clearly, the opposite is also true. When public participation is not done, or not done well, the opportunities for improved planning and wise decision-making are lost. Or worse, unintended negative impacts may occur within the environmental, social or cultural spheres.

IAP2 Canada will be the national organization that helps to deliver the positive potential of public participation in Canada. This affiliate application to IAP2 International Federation is the beginning in our path forward towards that goal.

A Canadian Context

Public participation in Canada must reflect many realities and diversities, and so must IAP2 Canada.

Canada is a vast country, rich in culture, traditions and natural resources. Governance and decision-making take place at federal, provincial/territorial, regional and municipal levels. Since the affirmation and recognition of Aboriginal and treaty rights in Canada's Constitution Act, 1982, a further dimension has evolved with its own unique imperatives and legal context. Policy-making, infrastructure development or exploitation and management of natural resources may involve interests and impacts at any of these levels for a given situation.



Using appropriate techniques, design, process, values, language and ethics in public participation are critical to understand, accommodate and address the diverse perspectives and needs that exist at each of those levels. Effective participation will fully inform communities, stakeholders, individuals, organizations or Aboriginal peoples about events and actions that may affect them, or that they may themselves affect. More

importantly, it will provide the appropriate vehicle whereby core interests are identified, information is shared and genuine collaboration takes place.

Many governments, agencies, corporations, non-government organizations and other entities recognize the potential benefit of public participation in Canada. But, there are also many challenges for which IAP2 Canada can provide leadership, energy and skills to raise awareness and improve the state of practice. The quality of public participation can vary widely across the nation and across sectors. Regrettably, in some cases where public participation can provide great value, it is minimized, not considered necessary or is sometimes overlooked. Furthermore, Canada's diversity presents an added challenge for ensuring participatory practices reflect the subtleties of place, language and culture that exist across the country, and even within local regions.

IAP2 Canada will be a national organization. It will work closely and collaboratively with its provincial and regional chapters, communities of practice and with like-minded organizations to fulfill the potential of quality public participation in Canada; a potential that is responsive to the nation's geographic, cultural and linguistic diversity.

As the Canadian Affiliate of the International Association for Public Participation, IAP2 Canada will provide leadership and a credible national voice to both support and compliment the work of established IAP2 Chapters in Canada. The existing Chapters are:

- British Columbia Chapter of IAP2
- Wild Rose Chapter of IAP2
- St. Lawrence Chapter IAP2

In addition, emerging chapters or networks of practitioners have begun in Canada for:

- Ontario Central and Southwest Chapter of IAP2
- Atlantic provinces

Finally, there is interest in the development of communities of practice that cut across political and regional boundaries, but that reflect uniquely Canadian issues and perspectives around public participation. In fact, this is a model that is already in existence in some Chapters. The areas that exist or may emerge include:

- health care
- information technology as a public participation tool

- urban planning and rural development
- resource development including project planning, environmental assessment, construction and operations
- Aboriginal rights and relations
- government-led engagement practices

IAP2 Canada: “Germinating the Seed”

Just as climate in a northern country like Canada can shorten the growing season, the process leading to submission of the IAP2 Canada Affiliate application and “germinating the seed for IAP2 Canada” has been very short.

Following the March 2010 decision of IAP2 to reorganize itself into a federation of affiliates, the Executive of the IAP2 Wild Rose Chapter contacted Canadian Chapter leaders and International Board members in May 2010 to initiate discussion regarding collaborating in creating a Canadian Affiliate. A conference call was then held to discuss a list of questions that had been raised, and to initiate planning for IAP2 Canada.

Participants on the call included:

- From BC Chapter: Donald Golob
- From Wild Rose Chapter: Jan Bloomfield, Blair McNaughton, Gay Robinson
- From St. Lawrence Chapter: Richard Delaney, Brenda Pichette, Bruce Smith
- From International Board: Terry Koch, Geoff Wilson

A key outcome of this and from work following a subsequent conference call was the identification of representatives from each of the existing chapters to participate on a task team (the Creation Team) that would draft a project plan for creating IAP2 Canada.

The Creation Team was composed of the following individuals:

- From BC Chapter: Brian Menzies, Susan Abells, Lucie McNeil, Amelia Shaw
- From Wild Rose Chapter: Blair McNaughton, Paula Kupchak-Hall
- From St. Lawrence Chapter: Stephani Roy McCallum

A joint meeting of the Creation Team and steering committee was held on October 13, 2010, at which time the recommended approach was endorsed. The plan included a national survey to validate the will of current members to move forward.

In particular, the survey asked members to “vote” on the following proposition:

In order to start creating IAP2 Canada, we want your vote on whether you support our recommendation to move forward with this big step. Our recommendation has three key components:

1. Establish the interim legal structure for IAP2 Canada
2. Establish an Interim Board of Directors made up of Chapter representatives and members-at-large
3. Design and implement an engagement process, and use that input to create the long-term organization

There were two requirements for voting. Respondents had to be a member of IAP2 to vote, and all voters had to be registered through an on-line system by November 5, 2010.

The survey further set out the proposed responsibilities and mandate of the Interim Board, as follows:

Interim Board Structure and Responsibilities

- The legal structure of the Interim Board, including mandate, governance responsibilities and bylaws, membership fees, will meet the requirements of Canadian law and of IAP2 international.
- The Interim Board of Directors will complete its term and responsibilities by June 30, 2011. At that time, an election for a new Board of Directors will be held, who will go on to steer the organization created by the Interim Board of Directors.
- The Interim Board will be made up of two representatives from each chapter and volunteers from the general membership at large (***Yes, that means you! See below for opportunities to get involved.***)
- The Interim Board will be responsible for designing and implementing an engagement process that will be used to create the permanent organizational and governance

structure, membership fees and members services for IAP2 Canada.

- The Interim Board will select a interim representative of IAP2 Canada to serve on the International Board

The Canadian member survey resulted in eighty-four responses. Each one supported the Creation team’s proposal, and many members volunteered to help in either a leadership or supporting capacity. As a result, the Creation Team contacted those who volunteered for an Interim Board (“the Board”) in mid-November 2010 and requested they contact each other to meet.

The first teleconference meeting of the Board volunteers took place on November 24, 2010 and an assessment of what needed to be done was made. On December 1, 2010 the Interim Board selected an executive and work on the Affiliate Application began in earnest. The Board has held weekly telephone meetings since then in order to complete the IAP2 Affiliate Application Pack and start the process of building the permanent IAP2 Canada organization.

The Board members (chapters represented) are as follows:

Interim Board Executive		
Robert Waldon, President	Blair McNaughton, Vice President (Wild Rose)	Gay Robinson Treasurer (Wild Rose)
Ian McCallum, Secretary		
Interim Board Members		
Jan Bloomfield	Leslee Laing	Brenda Pritchard (St. Lawrence)
Fiona Cavanagh	Brian Menzies (BC)	Noreen Rude, Federation Representative
Tracey Ehl (St. Lawrence)	Marc Plante	Amelia Shaw (BC)
Anne Harding	Loren Polonsky	Jana Sinclair

As an interim Board, with mandate to July 1, 2011 (appropriately, July 1 is “Canada Day”, Canada’s Birthday), Board planning and activities are directed towards meeting the goal of creating the best possible conditions for IAP2 Canada to begin its path forward on a strong footing. Based on review of the Creation team survey questions, and further

discussion among the Board, we interpret the Creation Team survey mandate to encompass the following 5 objectives (no priority implied by numbering):

- 1. Establish IAP2 Canada within the IAP2 Federation by meeting the basic requirements of the IAP2 Affiliate Application Pack:**
- 2. Engage members on fundamental issues to establish the initial “compass points” to guide the member-elected Board in the development of an IAP2 Canada vision and strategic plan**
- 3. A member-elected IAP2 Canada Board will be in place on July 1, 2011**
- 4. Set up an effective governance and accountability framework through appropriate operational policies and a Board manual**
- 5. Finances to be established based on a realistic budget and revenue projection that provides the elected Board with a basis to move ahead**

The most immediate priority of the Board has, of necessity, been creating the legal, administrative and other elements necessary to complete, file and obtain approval for the IAP2 Canada Affiliate Application.

As a national organization, the Board consensus was to create a legal entity for IAP2 Canada through the Part II of the Canada Corporations Act. While options to register in a single province existed, the stature, perspective and inclusive nature of IAP2 Canada is best supported as a federally incorporated national organization. This is also consistent with the possibility that IAP2 Canada will accept membership applications from individuals and organizations outside Canada, who can support the values and principles of public participation espoused by IAP2 Canada and IAP2 International Federation.

The time required for federal incorporation is typically about six to eight weeks. But, a set of by-laws acceptable to Industry Canada – and in IAP2 Canada’s case, consistent with IAP2 International’s by-laws – is first required to begin this process. Incorporation is also necessary to open a bank account as required by IAP2 International; adding potentially another few weeks due to logistics of physically securing officers’ signatures and banking forms. As a result, just completing the basics necessary to create the fundamental legal structure of the organization typically requires months, not weeks to complete. As of January 1, 2011, however, transition to IAP2 Federation could have meant acceptance of individual membership applications and services by the international body would end, so the Board’s work schedule was seriously compressed to facilitate the smoothest transition practicable.

The Board was concerned member communications services not be interrupted between transition to the International Federation of Affiliates on January 1, 2011 and approval of IAP2 Canada's Application by the Federation Board. As a result, the Board made representation to the IAP2 International Board in a December 6, 2010 letter (see Appendix 1), seeking support and approval for two things:

As a solution to the timing dilemma, our Board requests that IAP2 Federation Board receive this letter of intent at its next meeting and pass a motion to:

- i. Authorize IAP2 Federation Board approval of our IAP2 Affiliate Application Pack by telephone or e-mail quorum upon its receipt, and not wait until the February 25-27, 2011 meeting.
- ii. Authorize the Executive Director to continue circulating all IAP2 member communications directly to Canadian members into 2011 until such time as the IAP2 Canada Affiliate Application is approved.

We respectfully ask that the IAP2 Federation Board approve both requests described above at its meeting of December 15, 2010.

During the December 15th meeting, the International Board expressed support for this approach and confirmed that Canadian members will continue to receive services from IAP2 International Federation, until IAP2 Canada is operational and approved as an Affiliate. A confirmation was received from the Executive Director on January 7, 2011 (See Appendix 2). Work to complete the Affiliate Application has been an urgent priority for the Board.

Many aspects of the eleven evaluation criteria in the IAP2 Affiliate Application pack are complimentary, or span more than one single criterion. As a result, the Board divided work on the application into five "streams", and weekly meetings were held beginning November 24, 2010 to investigate and implement the legal, banking, administrative and member services elements of the application. In parallel, work was undertaken to synthesize these, and the remaining elements of our mandate into a cohesive application and action plan, which we call "Building Momentum".

IAP2 Canada – “Building Momentum”

As a new national organization with finite resources and working hand-in-hand with established chapters and emerging networks, the Board has been careful to set objectives and milestones within its mandate that are at once necessary, achievable and inspirational.

Conceptually, the Board has planned these as things it “must do”, “should do” and “want to do”.

Practically speaking, the mandate is one of a working, or hands-on Board, but the help of as many willing volunteers (or in some cases, “voluntolds”) as possible has been enlisted to make the workload more manageable.

With the filing this Affiliate Application completed, the Board will devote more energy and time to the strategic and management aspects of “Building Momentum” for IAP2 Canada. These activities will be pursued by a set of Committees under the Board’s direction and composed of a Board lead (as chair) plus as many volunteers as is practicable to meet the Board’s five mandated objectives by July 1, 2011.

The committees and Board leads are:

1. Board Executive Committee – Robert Waldon
2. Finance and Budget - Jana Sinclair
3. Administration and Technology – Blair McNaughton
4. Board Nominations and Election – Noreen Rude
5. “H1¹ 2011 Member/Chapter Engagement” (scope, process design, and implementation) – Anne Harding
6. AGM and Charter Event (planning and management) – Amelia Shaw and Fiona Cavanaugh
7. Communications - Marc Plante
8. Member Services and Development /Outreach and External Collaboration - Tracy Ehl

Towards this end, the Interim Board identified the following preliminary work areas and potential milestones for these committees, leading up to July 1, 2011.

¹ i.e. The “first half” of 2011 (January 1 through June 30).

Committee	Must	Should	Want
Executive and Governance	<ul style="list-style-type: none"> • Draft and file application • Present application to Federation • Draft IAP2 Canada operating policies (e.g. privacy, chapter relations, fees, member classes) • Board manual 		
Finance and Budget	<ul style="list-style-type: none"> • Accounts and systems in place • Budget and revenue forecast • Transition audit • Recommendations on membership fees 	<ul style="list-style-type: none"> • Recommendations on other revenue sources and/or in-kind support 	<ul style="list-style-type: none"> • Secure additional revenue sources and/or in kind support
Administration and Technology	<ul style="list-style-type: none"> • Membership application process and forms (on-line and “paper”) • Web page(s) to post IAP2 Canada, chapter and member notices • Tech issues and options paper for new Board • E-mail member distribution • Technology support for AGM • Privacy Commissioner Guide review and implementation for “PIPEDA” (legislation) compliance 	<ul style="list-style-type: none"> • Links to IAP2 Canada Chapter web sites • Blog or networking site • Technology support for Charter Event 	<ul style="list-style-type: none"> • Links to external organizations with complimentary mandates posted on web site
Board Nominations and Elections	<ul style="list-style-type: none"> • Nomination, “campaign” and election process and “rules” • Returning officer 	<ul style="list-style-type: none"> Candidates profile site Candidates AGM forum 	<ul style="list-style-type: none"> • Candidates on-line forum
“H1 2011” Member/Chapter Engagement	<ul style="list-style-type: none"> • Design and implement a member engagement process to identify “Canadian Compass Points” on fundamental organizational and governance issues 	<ul style="list-style-type: none"> • Basic “IAP2 Canada vision” statement • “State of the Canadian practice” dialogue and report • More detailed member review of draft operating policies 	<ul style="list-style-type: none"> • Pathways for IAP2 Canada exploration – a “future state(ment)”

Committee	Must	Should	Want
	(e.g. fees, member classes, chapter relations, objects)	<ul style="list-style-type: none"> • Member rights and responsibilities 	
AGM and Charter Event	<ul style="list-style-type: none"> • Charter Event feasibility report • AGM planning and management 	<ul style="list-style-type: none"> • Charter Event planning and management 	<ul style="list-style-type: none"> • International participation in Charter Event
Communications	<ul style="list-style-type: none"> • “2011 ComPlan” to support: Affiliate Application Board election AGM and Charter Event H1 2011 Member/Chapter Engagement Membership development 	<ul style="list-style-type: none"> • “2011 ComPlan” includes: IAP2 Canada blog management External organizations Member news and views Bilingual capacities 	<ul style="list-style-type: none"> • “2011 ComPlan” includes: Public awareness Advocacy
Member Services and Development/Outreach and External Collaboration	<ul style="list-style-type: none"> Members directory Membership development strategy IAP2 training opportunities calendar Stakeholder mapping exercise 	<ul style="list-style-type: none"> Member library of on-line resources Implement Canadian member development strategy Volunteer and member recognition initiative External contacts or explorations Collaboration with IAP2 USA 	<ul style="list-style-type: none"> Membership development outside Canada External partnership protocols or MOU’s Look into potential for collaboration with IAP2 France (en français)

IAP2 APPLICATION PACK – SUMMARY TABLE

The following table provides a summary of the evidence submitted in support of IAP2 Canada’s application. A full explanation of the evidence is provided in the section below titled “IAP2 Canada Application”.

	CRITERIA	ESSENTIAL REQUIREMENT	EXAMPLES OF EVIDENCE YOU MAY PROVIDE	EVIDENCE SUBMITTED Please list and attach
1	Membership Driven Organization	Be prepared to accept members and work to meet their needs	Membership Form Objects of Organization included in constitution or bylaws Mechanism to meet and/or hear views of members	IAP2 Canada will be a member driven organization as set out in its Letters Patent (See section 1 and application for letters patent in Appendix 3). The interim Board is actively working with existing and emerging Chapter leaders and is also engaging directly with all members in to design the path forward and shape the ultimate IAP2 Canada organization. IAP2 will consider membership applications from persons and organizations outside Canada. Please refer to section, Application, parts 1, 2 and 3, below.
2	Purpose & Legal	Be legally constituted in selected country Have essentially the same statement of purpose or objectives in any legal document (bylaws) as the International Association Be a non-commercial organization (not be privately owned)	Constitution or bylaws as lodged with local authority	An application to Industry Canada has been filed to incorporate IAP2 Canada as a non-share capital corporation (not for profit organization). Its Letters Patent include objects that are consistent with those of IAP2 Federation. Please refer to Application section, part 2, below and copy of Letters Patent in Appendix 3.

	CRITERIA	ESSENTIAL REQUIREMENT	EXAMPLES OF EVIDENCE YOU MAY PROVIDE	EVIDENCE SUBMITTED Please list and attach
3	Governance, leadership	Have in place a fairly selected governance body Designate 2 Affiliate representative(s) able to participate in Federation Board meetings Affiliate representative to Federation Board of Directors may not to be a contractor or license holder to IAP2	As described in constitution/bylaws Designated person(s) or evidence of how those person(s) will be designated Evidence of designated person as a member of your Affiliate	At the present time, IAP2 Canada is led by an Interim Board of Directors comprised of chapter representatives and volunteers. Their mandate is to establish IAP2 Canada as a viable organization, to be governed by a member-elected Board as of July 1, 2011. By-Laws Article 5 set out the qualifications for, and a process to elect Directors. By-laws section 7.1(f) enable the Board to appoint Federation Representatives. See the By-Laws in Appendix 4. Application section, part 3 provides additional detail.
4	Finance and Revenue	Have in place a bank account in name of Affiliate and that can receive and send international transactions Have structure in place to accept and manage membership fees and meet basic financial standards and requirements Have structure in place to generate limited income through various sources including membership, events, IAP2 training	Bank account details and/or statement with Account name and signatories or authorized persons to operate account nominated Mechanism in place to receive, receipt and deposit income and disburse expenditure Minute from a meeting that shows this has been approved Name of Office holder of Treasurer	IAP2 Canada will have an account with a "Schedule A" Chartered Canadian bank, the Royal Bank of Canada. Details of the account(s) will be provided directly to IAP2 Federation Executive Director for the purpose of funds transfer. Four officers have been authorized by the Board to operate the bank account. They are: President; Vice-President; Secretary and Treasurer. Please see the Minutes of Board meeting dated December 8, 2010, enclosed as Appendix 5.

	CRITERIA	ESSENTIAL REQUIREMENT	EXAMPLES OF EVIDENCE YOU MAY PROVIDE	EVIDENCE SUBMITTED Please list and attach
5	Administration	Capacity to meet Affiliate's basic administrative needs	Outline of system in place; can be voluntary, paid, mixture of paid and voluntary	<p>IAP2 will be a not for profit corporation. Currently, administration is a Board function, done on a volunteer basis. Subject to the need, Board approval and confirmation of financial capacity, administrative support services may, however, be contracted or hired. There is some potential to share these services with IAP2 USA as a cost saving measure.</p> <p>Appropriate technology choices have been made as set out in Application section, part 5, below.</p>
6	Reporting and Planning	Capacity and tools in place to provide basic financial, membership, and activity reports to own membership and the Federation	Examples of minutes, reports, communications and/or distribution of same	<p>Subject to privacy requirements, IAP2 Canada will either make Board records (minutes, financial reports, member statistics) available on request from any member in good standing, or post them on a secure member-accessed web site.</p> <p>By-Laws require an annual audit by a member-approved auditor, which will provide an annual financial report.</p> <p>The present Board has the capacity to generate reports and distribute them to the membership. Please see Application section, part 6 for details.</p>

	CRITERIA	ESSENTIAL REQUIREMENT	EXAMPLES OF EVIDENCE YOU MAY PROVIDE	EVIDENCE SUBMITTED Please list and attach
7	Activities	Demonstrated capacity and structure in place to organize some IAP2-sponsored / endorsed activities, such as events, online activities, professional development workshops, training, seminars, etc., for members and interested people Contribute to the development of annual international research agenda	Calendar of events Strategic plan Business plan Research committee	The highest priority activities for IAP2 Canada are to establish the legal, organizational, financial policy and strategic foundation for the national organization by July 1, 2011. This includes a member/chapter engagement process to help set “compass points”, and an inaugural Annual General Meeting (AGM). From that point, a member-elected Board of Directors will manage the organization’s path forward. A broader scope of national activities is expected as organizational strength builds. Much of this work will rest on the strong foundation that exists today among Canadian Chapters, local IAP2 networks and communities of interest, who have demonstrated their capacity to conduct IAP2 activities for many years. Please see Application section, part 7 for more detail.
8	Database Management	Have in place and be able to manage and maintain a database for Affiliate members that is managed in accordance with local privacy and other laws, local and Federation requirements, and good practice	Minimum requirement would be a spreadsheet with fields comparable to data reporting requirements for IAP2	Appropriate information technology options will be chosen to meet the immediate basic needs of IAP2 Canada. Additional options for the longer-term organization have been evaluated for the member-elected Board to consider in light of anticipated growth and IAP2 Canada’s financial and human resources capacities. Please refer to Application section, part 8, below.

	CRITERIA	ESSENTIAL REQUIREMENT	EXAMPLES OF EVIDENCE YOU MAY PROVIDE	EVIDENCE SUBMITTED Please list and attach
9	Communication	Capacity and tools in place to communicate with members	Samples of communication	As explained in section 1, above, the Interim Board is having a dialogue with existing and emerging Chapter leaders, as well as directly with the membership. A 2011 Communications Plan is being finalized. An IAP2 Canada web site is under development. Please see Application section, part 9, below.
10	Membership and partnership development	Committed to the concept of membership development	Minimum requirement a statement of plans for this commitment to be realized	Membership development is an integral element of IAP2 Canada's Objects (see Appendix 3). Significant plans have already been made for membership and partnership development, as explained in Application section, part 10, below.
11	Practice development, advancement	Committed to the concept of practice development	Minimum requirement a statement of plans for this commitment to be realized	Practice development is an integral element of IAP2 Canada's Objects (see Appendix 3). In fact, IAP2 Canada is poised to become a strong national voice for innovative, sound and ethical public participation practices in Canada. Significant plans have already been made for practice development and advancement, as explained in Application section, part 10, below.

APPLICANT DETAILS

1. Proposed Name of Affiliate:

The Proposed name of the affiliate is:

IAP2 Canada

The Canadian Affiliate of the International Association for Public Participation

2. Country or Group of Countries

Canada

3. Name of Persons making this Application

This application is submitted on behalf of the over 400 current members of IAP2 resident in Canada, by the Interim Board of Directors of IAP2 Canada, which is comprised of the following persons:

Interim Board Executive		
Robert Waldon, President	Blair McNaughton, Vice President (Wild Rose)	Gay Robinson Treasurer (Wild Rose)
Ian McCallum, Secretary		
Interim Board Members		
Jan Bloomfield	Leslee Laing	Brenda Pritchard (St. Lawrence)
Fiona Cavanagh	Brian Menzies (BC)	Noreen Rude, Federation Representative
Tracey Ehl (St. Lawrence)	Marc Plante	Amelia Shaw (BC)
Anne Harding	Loren Polonsky	Jana Sinclair

4. Name of Person nominated to represent applicant to IAP2

Name: Robert Waldon, President, Interim Board IAP2 Canada

Email Address: rdwaldon@bedfordC4.com

Contact Number(s): office (905) 838-4256; cell (905) 872-5772

Please refer to Minutes of Interim Board meeting dated January 5, 2011, attached as Appendix 6, endorsing the submission of this application.

Additional evidence for each of the requested criteria to support our application is set out below.

IAP2 CANADA'S APPLICATION

1. Membership Driven Organization

IAP2 Canada will be a member-driven organization. By this we mean IAP2 Canada will develop services that its members' will value, but the organization will also expect and encourage members to actively support IAP2 Canada in its mission. This reflects the belief that both good planning and creative, enduring solutions rely on an engaged and active body of members.

As an interim Board, we have described activities in this application that are proposed to be undertaken until a member-elected Board is established as of July 1, 2011. Among those activities, IAP2 Canada is demonstrating its member-driven ethic through engagement that includes:

- A communications plan for IAP2 Canada members that will inform them about the interim Board, its activities and status of the Affiliate application as well as support the various member engagement, event and AGM plans or other opportunities for members to be involved
- Establishing the required systems to accept and process membership applications and renewals
- Planning for an inaugural AGM including nominations and election of the member-elected board
- Invitation to participate in a dialogue about the future direction of IAP2 Canada, called the "H1 2011 Member Engagement", consistent with the Board's mandate
- Creation of an IAP2 Canada web site
- Maintaining two-way communication with existing and emerging Chapter leadership to involve them in planning

Most importantly, the objects of IAP2 Canada as stated in its Section III of its corporate Letters Patent reflect the goals and aspirations of the membership itself, and are consistent with the objectives of the IAP2 International Federation.

The objects of IAP2 Canada are:

- i. to encourage the growth and development of the public participation field, the development of techniques for use in the public participation field, and the public understanding of and participation in the public participation field;
- ii. improve the quality and professionalism of persons in the field of public participation;
- iii. hold meetings, conferences, seminars and other sessions, including “virtual” sessions at which information concerning the practice of public participation can be disseminated;
- iv. promote, enhance and encourage the exchange of information among practitioners and users of public participation and the general public;
- v. publish, edit or otherwise disseminate to practitioners and the general public articles, journals, books, monographs, audiovisual materials, newsletters, and other materials concerning the practice of public participation;
- vi. advocate for the recognition of public participation as an area of practice that can positively inform public policy and decision-making;
- vii. explore and encourage partnerships with associations having similar or related objects in order to further the preceding objectives of the Corporation; and
- viii. in furtherance of the above objects to support, promote and advance such activities of the Corporation, as are incidental and ancillary to the above objects.

2. Purpose and Legal

IAP2 Canada has submitted its application to Industry Canada for incorporation as a not-for-profit, non-share Canadian Capital. What this means is that IAP2 Canada will not be a commercial or privately owned entity. It exists by and for its membership.

A copy of the application for incorporation of a corporation without share capital under Part II of the Canadian Corporations Act enclosed as Appendix 7.

The approved By-Laws of IAP2 Canada are enclosed as Appendix 4.

Canada is a country where diversity is a defining characteristic of our history and existence, and one that will be reflected in IAP2 Canada’s activities. In this same spirit, IAP2 Canada will also consider applications for membership from non-resident

individuals and organizations who can support the objects of IAP2 Canada and can contribute to a richer appreciation of public participation in other countries and cultures, or who may benefit from IAP2 Canada's wealth of experience.

3. Governance and Leadership

An Interim Board of Directors ("the Board") is managing the affairs of IAP2 Canada until the first member elected Board is in place for July 1, 2011. The Board consists of 16 members, and is made up of Chapter Representatives from three existing chapters and members-at-large.

Four officers were appointed at the December 1 meeting of the Board of Directors, who make up the executive. The officers are as follows:

- Robert Waldon, President
- Blair McNaughton, Vice President
- Ian McCallum, Secretary
- Gay Robinson, Treasurer

One member of the Interim Board of Directors, Noreen Rude, has been appointed the IAP2 Federation Board Representative until the new Board of Directors has been elected and seated. The Interim Board of Directors has also endorsed Geoff Wilson as the second IAP2 Canada representative to the Federation. The member elected Board will confirm if Geoff's role as Canadian representative will continue, or if he will attend Federation meetings in his current member-at-large status for the remainder of 2011. Both Noreen Rude and Geoff Wilson will participate in the Federation Board meetings in the first half of 2011.

A Nominations Committee has been formed with the intent of facilitating the election of a member elected Board of Directors to take office by July 1, 2011. It is anticipated an Annual General Meeting will be called for mid to late June 2011, at which elections and other necessary business will take place.

4. Finance and Revenue

The process for IAP2 Canada to open a bank account at a "Schedule A" Canadian chartered bank has begun. The account will be formally opened by the Royal Bank of Canada upon approval of the Industry Canada application for incorporation. This account will be capable of sending and receiving international transactions and will also be used to deposit membership fees and any other revenues.

At its meeting of December 15, 2010, the Interim Board selected four officers to have authority for operating this account, namely President; Vice-president, Secretary and Treasurer. Please see copy of the Minutes of December 8, 2010 Board meeting enclosed as Appendix 5. Any two of the four must sign for all withdrawal transactions. This is a requirement for both prudent governance, and for practicality in a national organization where officers live in separate locations, if not separate provinces.

All expenditures will be approved by the Board either within the six month interim budget, or individually for non-budget expenses. Operating policies are being developed that may address other circumstances where IAP2 Canada expenditures may be considered or allowed and under what conditions.

Oversight of the financial affairs of IAP2 Canada resides with the Board of Directors. In accordance with section 7.2(a) of the By-Laws of IAP2 Canada, however, responsibility for transactions, accounting and reporting rests with the Treasurer. Specifically:

7.2(a) Treasurer - The Treasurer shall keep proper accounting records in compliance with the [*Canada Corporations Act*, R.S.C. 1970, c. C-32] Act and shall be responsible for the deposit of money, the safekeeping of securities and the disbursement of the funds of the Corporation; the Treasurer shall render to the Board whenever required an account of all transactions involving the Corporation and of the financial position of the Corporation; and the Treasurer shall have such other powers and duties as the Board may specify.

A Finance Committee has been formed and consists of the President, Treasurer and two other Board Members – Jana Sinclair (Finance Committee Chair) and Brenda Pichette. This committee will be responsible for developing the budget and revenue projections for 2011 with a view to ensuring the elected Board has reasonable financial resources to begin their mandate. In this capacity, the committee will work closely with the Federation's staff to reconcile and receive the pro-rated membership fees for the existing IAP2 members in Canada and will work with other committees whose mandates may impact either revenue generation and expenditures.

The Finance Committee will also be responsible for developing recommendations for financial policies; including but not limited to membership categories and fees, allocation of membership fees to the Chapters, bookkeeping and financial management procedures and investment strategies. The Finance Committee will also make recommendations related to retaining professional services such as bookkeeping, accounting and audit.

Please see part 6, below, for an outline of financial reporting tools.

5. Administration

IAP2 Canada's administrative systems include a member database, on-line and/or paper member application and the foundational responsibilities for record-keeping as set out in its By-Laws.

www.IAP2Canada.ca has been secured as a domain name, and an IAP2 Canada website is being set up through IAP2 International, similar to the one that has been created for IAP2UK/Ireland. Processing membership will be via an on-line service such as PayPal and backed up by paper forms. These options were chosen as an interim solution because they were immediately available, cost effective and met the organization's basic needs.

Record-keeping of Board and Committee proceedings is the responsibility of the Secretary. As set out in section 7.2 of the By-Laws, these responsibilities are as follows:

(c) Secretary - The Secretary shall attend and be the secretary of all meetings of the Board, of any committee thereof and of the Members (except in such cases where the Secretary shall be presiding as chair of such meeting in the absence of the President) and shall enter or cause to be entered in records kept for that purpose minutes of all proceedings thereat; the Secretary shall give or cause to be given, as and when instructed, all notices to the Members, Directors, Officers, Auditors and members of committees of the Board; the Secretary shall be the custodian of the stamp or mechanical device generally used for affixing the corporate seal of the Corporation and of all books, papers, records, documents and instruments belonging to the Corporation, except when some other Officer or agent has been appointed for that purpose; and the Secretary shall have such other powers and duties as the Board may specify.

The Board has identified the basic administrative needs of the organization, however, the H1 2011 Member Engagement process may point to additional needs for administrative roles and responsibilities.

Initially, the Board and volunteers will provide administration services. Later, some services may be contracted out as financial resources and administrative priorities are established. Longer term technology solutions are being researched by the Administration and Technology Committee.

The following describes IAP2 Canada's overall administrative capability and additional considerations for the path forward:

- Association Oversight: In accordance with the By-Laws is the responsibility of the Board.
- Office Presence/Administrative Support: Over time, depending on member activity and demands, and subject to adequate financial resources, this may be provided by an Administrative Manager or Executive Director. This could encompass contact information for IAP2 Board and staff, safekeeping of incorporation documents, book keeping, membership records and Board records. There is a possibility of sharing such a resource with IAP2 USA to save costs, and this may be explored.
- Membership Management: This will be provided by a web-based association management system, and there are many options available. The system may include capability for bulk e-mail distribution, or else a simple electronic distribution list can be used. An issues and options report is being prepared in concert with the H1 2011 Member/Chapter Engagement program, and will be tabled for consideration and follow-up by the member elected Board once they assume their roles as of July 1, 2011.
- Financial Management and Canada Customs and Revenue Agency Reporting: As explained above, this is the responsibility of the Treasurer who will receive assistance from the Finance Committee and potentially an outside auditor. Canada Customs and Revenue Agency tax filing and payment of applicable sales tax on membership fees are not required until April 2012, so these will be the responsibility of the member elected Board.
- Board of Directors Support: If required, may be provided by Administrative Manager, including meeting logistics and reporting, as well as a mechanism for members to electronically participate in Board and committee meetings (e.g., Webcasts, conference calls, Skype).
- Web Site Management: Will be provided by Communications Committee, at least initially.
- Membership Directory: If member profiles and directory are required, they can be created (with permission) by the selected association manager software system, and published via www.iap2Canada.ca web site or other means, as desirable.
- Member Communications: Please see part 9 Communications, below.

Over the course of the next six months we expect that operational policy statements will be developed by the Board and the Committees described in “IAP2 Canada: Building Momentum”, above. These statements will deal with, *inter alia*, administrative matters and may be the subject of the H1 2011 member/chapter engagement process, which is also described in the section titled, “IAP2 Canada: Building Momentum”, above.

6. Reporting and Planning

It is anticipated “off the shelf” accounting software programs will be sufficient to manage and report on revenues for IAP2 Canada, given its present membership levels and activities. Proper statements of accounts will be produced and available for review by members at the Annual General meeting.

Article 11 of the IAP2 Canada By-Laws also require approval of a qualified auditor, and that an annual audit be completed. A transition audit is planned to support the transition from the Board to the member elected Board as of July 1, 2011.

Subject to applicable privacy laws in Canada and IAP2 Canada operating policy, Board minutes and other documentation will be made available to members in good standing on request or on-line.

The present Board has the capacity to generate reports and distribute them through e-mail updates to IAP2 Canada members. To date, this has been done with assistance from IAP2 International office through its bulk e-mail distribution. Upon approval of IAP2 Canada’s Affiliate Application and transfer of Canadian membership funds from IAP2 International Federation, we will activate the on-line capabilities outlined in part 5, above, and continue the practice of e-mail updates to existing and emerging Chapter leaders, as well as directly to members.

7. Activities

The immediate priority and focus of IAP2 Canada activities are to create the required legal, organizational, governance, accountability and strategic foundations for the national organization by July 1, 2011. We call these fundamentals “compass points”. As of July 1, an inaugural Annual General Meeting will have been held and a member-elected Board of Directors will be in place to lead the national organization’s path forward. IAP2’s H1 2011 activities will therefore, be focused on supporting those objectives. The scope of this work, which is necessary to establish a new organization on a solid foundation, should not be underestimated. Development of a more robust and broader agenda of activities will follow in due course, as the member-elected Board begins the process of moving forward on the foundation created by this initial work.

Over time, IAP2 Canada will begin creating and hosting national programming and events. The inaugural Annual General Meeting will be a starting point, and work is underway to determine the feasibility and requirements to include a Charter Event in connection with the AGM in June 2011. This includes the possibility of hosting the event

both “in person”, and virtually, using video, internet and/or teleconferencing technology to link members across Canada.

IAP2 Canada can, and will however, build on work of existing chapters and local networks. These organizations are presently conducting member activities that create a tangible presence and structure for IAP2 in Canada. Examples of such activities include:

1. The Wild Rose Chapter

Wild Rose is presently the largest chapter of IAP2 in Canada. Their “Wild Rose Signature Event” will take place in Edmonton Alberta on January 19-21, 2011. This exciting event promises an outstanding opportunity for participants and presenters to acquire knowledge and skills, as well as learn about tools and techniques that are leading edge in today's complex public participation environment. Presentations will be given by a variety of public participation and consultation experts in many disciplines, and the event will provide excellent networking and collaborative opportunities for practitioners and advocates of public participation. Please see the “Program at a Glance” and detailed program description of the Wild Rose Chapter’s 2011 Signature Event attached in Appendix 9.

In addition to this major event, Wild Rose holds regular Lunch and Learn and “Wild Rose Café” member sessions as well as an Annual General Meeting which include educational and networking sessions.

All of these activities are further supported by the regularly published “Rosebush” newsletter and a newly expanded web site.

2. B.C. Chapter, IAP2

The B.C. Chapter is extremely active. The Chapter has developed a strategic plan to guide its progress. An annual general meeting is held and regular IAP2 Certificate Training events sponsored by the Chapter take place in spring and fall in Vancouver and Victoria. Other IAP2 training courses take place during the year, such as the Emotion, Outrage and P2 course.

BC Chapter issues a member newsletter at least 3 times a year and holds Chapter social events in conjunction with training. Furthermore, B.C. Chapter assesses member needs through annual member surveys. The Chapter currently maintains a regularly updated page on the IAP2 website, and discussions will take place to determine whether to migrate this to www.iap2canada.ca or set up a Chapter-run site. B.C. Chapter has reserved www.iap2bc.com, .ca, .org domain names for BC Chapter website development.

Finally, B.C. Chapter has initiatives in place to increase member engagement and to

collaborate with other related groups and organizations in BC, including Canadian Coalition for Dialogue and Deliberation (“C2D2”), Planning Institute of BC, BC Association of Facilitators

3. St. Lawrence Chapter IAP2

The St. Lawrence Chapter has and continues to organize regular “lunch and learn” meetings in Ottawa, Ontario, with occasional participation through electronic means. These events are done in collaboration with local members of C2D2. The Past topics have included evaluation of public participation and consultation with Aboriginal peoples. These low key but highly effective and popular learning events will continue to take place at the Chapter level, as well as a continuing series of social/networking events that are organized to coincide with training or holiday events.

The Chapter managing committee issue occasional newsletters to membership and sponsor IAP2 training whenever possible. Of particular note is that IAP2 St. Lawrence Chapter operates as a bilingual organization and makes great effort to ensure communications are issued in both official languages to be as inclusive of all members as possible.

4. Central and Southwestern Ontario IAP2 Network

Given the exceptionally large geographic area contained within the St. Lawrence Chapter boundaries (Saskatchewan to Newfoundland), a local network has coalesced in Central and Southwestern Ontario. In 2010, the network held one learning and one social/networking event. The former took place early in January and included a presentation on community participation techniques used to address local concerns about industrial sanitary landfill operations. Members attended in person and by teleconference. The latter was arranged in November to coincide with completion of an IAP2 training course, and was attended by approximately 40 enthusiastic public participation practitioners, who were mostly non-members and former members of IAP2. This event bodes well for member development in Southwester/Central Ontario and helped to establish connections with like-minded organizations of regional and national stature. These connections may provide opportunities for collaboration or partnerships as the network develops into its own chapter.

5. Atlantic Canada IAP2 Network

Members in Nova Scotia often communicate and network on public participation issues. Exploration of forming a new Chapter that will serve IAP2 Canada members in Atlantic Canada is a possibility. This networking approach, as is the case with other Chapters, provides a focus and forum to explore public participation issues that are relevant to the unique cultural, geographic, political, economic and linguistic characteristics of the region.

Going forward, IAP2 Canada will work with local chapters and emerging networks to help promote and expand these local programming efforts and practice development as set out below in sections 10 and 11.

Furthermore, IAP2 Canada will provide the organizational basis to explore communities of interest within public participation for practice areas that cut across regional boundaries. Subject to member interests and support, these may include: public policy issues such as health care or information technology; infrastructure, energy and other physical developments; natural resources management and environmental assessment; urban and community issues, and potentially; consultation practices involving Aboriginal rights, interests and way of life.

IAP2 Canada will be in a position to provide the tangible resources to foster these developments through its national web site and through appropriate communication tools and venues to link members with common interests and aspirations. IAP2 Canada will also be in a position to speak to public participation issues of national significance. Such a national voice does not presently exist in Canada.

As strength and resources grow, IAP2 Canada will develop the support mechanisms to serve its members' needs. This may include areas such as funding for local activities and events and research into public participation practices and effectiveness.

8. Database Management

In Canada the *Personal Information Protection and Electronic Documents Act* ("PIPEDA") came into full effect on January 1, 2004 and applies to organizations such as IAP2 Canada.

The PIPEDA applies to all personal information collected, used or disclosed by private sector organizations in the course of commercial activity. Its privacy provisions are based on the Canadian Standards Association's Model Code for the Protection of Personal Information (CAN/CSA-Q830-96). Key among the Act's provisions are:

- organizations are required to seek the consent of individuals prior to collecting, using or disclosing their personal information;
- organizations must protect personal information with security safeguards appropriate to the sensitivity of the information; and
- individuals may access personal information about themselves held by an organization and have it corrected, if necessary.

IAP2 Canada will also protect member information in its database consistently with IAP2 International Federation policies, to the extent they do not conflict with Canadian law.

The federal office of the Privacy Commissioner of Canada has issued a guide (see http://www.priv.gc.ca/information/guide_e.cfm#002) for organizations to ensure both compliance with PIPEDA and proper management of members' personal information. As a first step in protection of member information, the Board has designated the Secretary as the person responsible for compliance with PIPEDA and the Administration and Technology Committee will review and implement the ten information principles as part of the operating policy development in H1 2011.

As IAP2 Canada becomes more established, its policies may be expanded with management systems such as the ISO document management and/or management system standards, to further assure adherence with PIPEDA and members' expectations. At the outset, however, we confirm that the database is secure and only designated officers and/or employees of the corporation will have access to members' information. Members' information will only be used to provide communications and members' services, and this will be explained in the member registration activities.

9. Communications

Initial basic communications have begun using IAP2 International Federation's Bulk e-mail service to Canadian members. A copy of the first update from the Board is enclosed in Appendix 10. This is only a beginning.

As explained in the section titled "IAP2 Canada: Building Momentum", a more comprehensive approach is being planned through a 2011 Communications Plan ("2011 ComPlan"). We expect the 2011 ComPlan to support a number of areas, but by using this coordinated approach, there will be continuity and consistency in information among all areas and duplicated effort will be avoided.

Subject to available resources and time, the areas that the IAP2 Canada 2011 ComPlan may address or support include:

1. IAP2 Canada Affiliate Application submission and approval
2. Board election process, campaign, voting and results
3. AGM and Charter Event planning and participation
4. Bilingual capabilities

5. H1 2011 Member/Chapter Engagement on IAP2 Canada “Compass Points” for the path forward
6. Membership development to reach out to, and engage former and potential new members and provide a platform for public participation communities of practice
7. IAP2 Canada blog management for on-line commentary and reporting on current issues and interests
8. Identification and contact with external organizations whose mandates are consistent with or may compliment that of IAP2 Canada
9. Public Awareness of PA2 Canada, its purpose and activities
10. Appropriate advocacy for Canadian Public Participation issues, ethics and best practices
11. Promotion and development of membership services such as on-line resources

In keeping with the inclusive nature of IAP2, the intent to encourage fullest possible Canadian support and recognizing that Canada is a bilingual nation, IAP2 Canada will strive to make all its information and services available in both the English and French languages.

10. Membership and Partnership Development

A member/chapter engagement process is planned for the first half of 2011 (the “H1 2011 Engagement”). There are two parts.

The first part is to meet the mandate set out in the Creation team member survey, which was stated as a requirement to, “Design and implement an engagement process, and use that input to create the long-term organization.” As stated above, the Board has interpreted this requirement as engagement of members on fundamental issues to establish the initial “compass points” to guide the member-elected Board in the further development of an IAP2 Canada vision and strategic plan.

The H1 Engagement would most likely include discussion around the IAP2 Canada Objects, the basic operational policies of the organization (e.g. classes of membership and dues, relationship to Chapters) and given time and resources, further dialogue concerning broader issues (Basic “IAP2 Canada vision” statement, “state of the Canadian practice” dialogue and report, more detailed member review of draft IAP2 Canada operating policies).

If possible the H1 2011 Engagement may conclude with design and implementation of a dialogic or participatory Charter event associated with the Annual General Meeting that could lay the ground work or, or lead to an IAP2 Canada “Future State(ment)” or vision to drive a strategic plan development by the incoming member-elected Board. Such an accomplishment would result in a deeper understanding of member needs and priorities. This will help to identify opportunities and challenges, and provide the foundation for activities that can be carried out in the next planning cycle.

A large number of volunteers have stepped forward to assist in the areas of membership and practice development. As part of H1 Engagement, these volunteers will be engaged in developing a list of possibilities, setting priorities, and implementing new activities in these areas.

IAP2 Canada will not only look inwardly to its members, but intends to explore collaborations, partnerships and synergies with other like-minded organizations. As explained above, an “Outreach Team” will do initial work. Their immediate challenge is to define whom our potential national partners, allegiances and supporters are, and how we can open up a dialogue with them. There are numerous potential partners to consider, such as:

- Academic institutions with public participation research interests and a national presence
- Canadian Association of Petroleum Producers
- Canadian Gas Association
- Canadian Institute of Mining, Metallurgy and Petroleum
- Canadian Institute of Planners
- Canadian Standards Association (CSA)
- Canadian Wind Energy Association
- CBSR (Canadian Business for Social Responsibility)
- C2D2 (Canadian Coalition for Dialogue and Deliberation)
- Government of Canada
- Non-profits with public participation mandate and national presence (e.g. Institute on Governance)
- IAP2 USA

- National Roundtable on the Environment and the Economy
- Prospectors and Developers Association (see e3+ program)

11. Practice Development and Advancement

There are many ways in which IAP2 Canada can have an immediate impact on practice development and advancement. One is that IAP2 Canada is supportive of IAP2's recent decision to combine the International Journal for Public Participation (IJPP) with the Journal of Public Deliberation (JPD) and would encourage Canadian members to participate fully.

Other potential immediate practice development and advancement initiatives include:

1. Contributions to a "state of the Canadian practice" report may be possible to synthesize from the planned H1 2011 Engagement
2. A member section of the www.iap2Canada.ca web site will be dedicated to member information where current issues and examples of practice issues may be posted.
3. It is anticipated that a library of references and resources can be set up in concert with the H1 2011 Engagement.
4. IAP2 Canada is in a position to use its web presence and communication channels to create awareness of IAP2-sanctioned training opportunities such as IAP2 certificate training and the Emotion and Outrage P2 training.
5. Promotion of volunteer and practitioner excellence through a recognition program.

But, in keeping with the mandate created for the Board, there are other opportunities that may be identified during the H1 2011 Engagement and other Board committee work that will be set out for the member-elected Board to consider, follow-up and implement.

For example, further work is possible for practice development and advancement that includes other qualifying training opportunities of interest to IAP2 Canada members and non-members. Training offered by the Canadian Institute of Planners and the Canadian Community for Dialogue and Deliberation may be examples of organizations hosting training of interest.

Training and identification of current practice issues and challenges may also develop from partnership with other organizations identified in the outreach initiative described above. Qualifying non-IAP2 programs and co-sponsor third-party training opportunities

could include training for professionals in related fields, such as planners, community development specialists and engineers, among others. “Qualifying organizations” will be defined through a set of criteria developed by the overseeing committee.

Finally, the issue of increasing the number of IAP2 Certified trainers in Canada, the frequency of opportunities for training and a focus on Canadian content may be addressed in the longer term.

Research into the practice of public participation may be another area to which IAP2 Canada dedicates energy and resources, going forward. This may include promoting, supporting, and facilitating qualifying research efforts by members, third-party organizations or IAP2 International. This would be complimented by establishment of an IAP2 Canada on-line repository of best practices literature, as well as establishment of a "Best Practice Awards" or comparable process to recognize Canadian excellence in the field.

CONCLUDING REMARKS

IAP2 Canada stands poised to become a vibrant strong member of the International Federation. Significant work has already been accomplished by many dedicated volunteers and the momentum is building to enlist the active support, ideas and energy of many more.

IAP2 Broad and Canadian members look forward to the favourable receipt and approval of this application as the catalyst to help us realize the positive potential of public participation in Canada.

January 11, 2011
Caledon, Ontario, Canada

APPENDIXES

IAP2