BUILDING A CULTURE OF ENGAGEMENT
Over **140 citizens** participated in **5 citizen deliberation projects** contributing over **4700 hours** since 2012 to support the development of policies that would affect them and their community.

Citizen input from CPI projects have directly influenced the City of Edmonton’s implementation plan *The Way We Green* and City’s of Edmonton’s Food and Agriculture strategy *Fresh*.

Trained and supported the work of over **50 facilitators** to ensure that the diverse needs and interests represented by the participants were recognized and communicated.

CPI has formed **3 citizen reference groups** and **2 citizen writing groups** for projects to gather input from participants in order to design how they participate and how their input is shared.

**23 Graduate students** and **10 undergraduate students** have had hands-on learning and research opportunities through participation in CPI projects.

Worked with over **30 collaborators** to promote innovative sustainable decision making that takes into account diverse perspectives.

Designed, tested and evaluated **3 new models** in a municipal context of public involvement with **3 Citizens’ panels, 1 Citizens’ Jury** and **2 Citizen Planning Circles**.

Three comprehensive topic guides were created to provide participants with the information they need to participate: *Issue Guide on Internet Voting in Canada*, a *Citizen Handbook on Energy and Climate Challenges* and a *Discussion Guide 2014: Effective Use of Rural Broadband*. 
LEADERSHIP FOR EXCELLENCE

The Centre for Public Involvement (CPI) was founded through a partnership between the City of Edmonton and the University of Alberta to advance the practice and research of public involvement. Since 2012, the first year of official operations, CPI has lead various citizen engagement projects and strives to generate critical knowledge to address information gaps in the field. The Centre aims to achieve excellence in engagement as a local and national leader in this field.

The two founding partners contribute financial and political resources, as well as time, to advance engagement. Through CPI they have integrated public participation into the organization by developing and testing new models; gathering long-term evidence; developing evaluation tools; and building networks and capacity. This investment demonstrates both the University’s and the City’s recognition of the value and importance of engagement and their desire to meaningfully involve people and communities in decisions that impact them.

City of Edmonton, Founding CPI Partner:

The City of Edmonton’s Public Involvement Policy 513, passed in 2006, requires public-involvement practices and processes to be completed with all decisions made by the City that affect citizens. The “A Policies and Procedures Handbook” supports all City staff to design, implement and evaluate PI using criteria reflective of IAP2’s core values which is included in the City of Edmonton Continuum. http://www.edmonton.ca/for_residents/city_procedure.pdf

The City of Edmonton’s current mayor, Don Iveson, recently established a three year Council Initiative on Engagement that CPI has supported both in creation and development.

Faculty of Extension, University of Alberta, Founding CPI Partner:

Faculty of Extension defined Community-University Engagement as “bringing the problems and expertise of the community together, with the knowledge, expertise, and tools of the University to address problems collaboratively.” This understanding of engagement is demonstrated in community-based research models of the Faculty and of CPI. This research meaningfully involves community members and organizations as researchers and as co-creators of knowledge. Community members design research projects and methodologies that are appropriate for the context of their communities. This understanding of scholarship demonstrates the role of the public in shaping research. An example of community based research is demonstrated in a current CPI project with City of Edmonton Transportation Services, outlined on page 4 of this application.

“CPI, through its partners and internal operations, strives to ensure sustainable decision making, embed engagement in all aspects of organizational work, and create institutional change.”

(L-R) CPI’s Founding Members: Dr. Marco Adria, Al Cook, Simon Farbrother, Dean of the Faculty of Extension Katy Campbell, Fiona Cavanagh Executive Director of CPI, and City Councilor Ben Henderson.
Since 2011-12, the first official year of operations, CPI has maximized the reach and impact of the work of a core group of three staff, board and committees.

CPI’s board, made up of individuals from both founding partners and community, has committed financial and time resources to support the development of excellence. For example, the board has:

• Committed staff time of CPI Executive Director to support the establishment of IAP2 Canada by being on its inaugural board.
• Committed staff time to CPI Executive Director to chair two IAP2 North American Conferences on Public Participation including one this year.
• Contributed resources to support ongoing knowledge dissemination.
• Provided financial resources to support board members and researchers to attend IAP2 and other events to build their capacity and share knowledge.

Capacity of CPI staff and committee members:

• CPI established an Expert Advisory Committee of practitioners and researchers to support ongoing CPI operations. Financial resources were allocated to bring this group together in Edmonton, in June 2013, from across Canada to help shape CPI 2014-17 strategic plan.
• CPI core staff meet weekly to shape the direction and work of CPI and to ensure their skills and knowledge are used effectively.
• CPI creates opportunities for mentorship and reciprocal learning. Both undergraduate and graduate students develop skills and knowledge of research and practice of engagement, and share their expertise and experience.
• In 2013-14, CPI created 7 Graduate student positions and an undergraduate internship in the theory and practice of engagement.
CPI’s expertise was called upon in the fall of 2013 to support Transportation Services to gather evidence through research to support them to understand and advance public engagement.

The City of Edmonton Transportation Services Branch has 3300 staff and manages a diversity of complex engagement projects. The Transportation department faces immense challenges and opportunities to effectively and meaningfully involve the public in complex, technical and long-term projects that support the development of a well-designed and sustainable transportation system.

CPI has created an interdisciplinary research team to complete an internal review of public involvement (phase 1) across all branches of the department. CPI is working with the City to develop recommendations that will shape long term planning and excellence in public engagement within Transportation Services. Research participants and engagement practitioners are co-designers in the study and are shaping the creation of tools and methods of data collection.

Outcomes to date:

- Funding for research secured by CPI through building critical “buy-in” of key decision makers in the department.
- Development of qualitative and quantitative research tools including a survey questionnaire completed by Transportation Services staff, interviews with senior administrators, and case studies. These can be used long term.
- Creation of 10 comparative case studies from City of Edmonton transportation projects that involved the public in different ways.
- Comparative analysis of public-involvement practices of 12 North American cities.
- Literature review of key issues in public engagement which has been developed with guidance from practitioners.
- Establishment of an Advisory Committee of scholars and practitioners to help design how the research is being done and to ensure the results are useful in practice and research.

- Diverse membership of the Advisory committee that includes: A City of Edmonton policy maker, City of Calgary GM of Transportation and Managers of Engagement from both City of Edmonton and Calgary; a researcher with expertise in evaluation of public engagement from McMaster University; 3 Graduate students, community league members, and others. This network will support knowledge sharing over the long term.

Impact

Recommendations will be given to the General Manager of Transportation and will impact future planning and policy development for Transportation Services. All of the outputs of the project will be available, to be used by practitioners, long after the project is completed.

“CPI is working with the City to develop recommendations that will shape long term planning and excellence in public engagement within Transportation Services.”
CPI deepens understanding and tests citizen deliberation to achieve improved and sustainable decision making within the municipal context.

Inclusive participation: Bringing together “mini-publics” or groups of representative citizens

CPI has developed methods to recruit random, representative groups of citizens to deliberate on a complex issue that will have substantial community impact. CPI has tested multiple methods to select groups that are demographically and attitudinally representative of views on a topic. CPI established partnerships with Probit, and Mass LPB to advance knowledge in this area.

Designing deliberation

With a number of skilled practitioners from across Canada, CPI has established excellent resources to support citizen processes of deep learning, collective examination and development of policy recommendations. CPI uses experiential, interactive methods, visual design, and technology, to effectively involve a diverse group of citizen learners.

CPI has implemented three citizen reference groups —workshops where a group of diverse participants review educational materials that will used in an engagement process—to ensure materials are accessible, balanced, and support learning.

Citizen led writing and reporting

CPI developed the first Citizen Writing group, where a smaller group of participants involved in a citizen deliberation on food and agriculture were invited and supported to provide leadership and guidance for the writing of the final report.

CPI ensures that all results and reports are made public and widely available. See Evidence Section for media coverage and links to all deliberation reports.

Impact on decision making

CPI works closely with administrators and policy makers to ensure there is a commitment to participants about how their input will be used and that it will impact decision making. See the Evidence Section to see an example of how recommendations from citizen panellists were used to develop the final City of Edmonton Food and Agriculture strategy.

Feedback mechanisms and post project involvement

CPI ensures that high quality and rigorous feedback mechanisms are in place and are provided to citizens during and post involvement. In addition, CPI maintains contact with citizens to provide updates on final project outcomes and to build a long term network. Many former participants take on new roles as facilitator or note taker volunteers.
Here are sample feedback mechanisms to participants:

A) Letter to the Citizens’ Jury from the City Clerk (see Evidence Section)
B) Report to Citizens- Panel on the Budget


**Evaluation**

Advancing evaluation tools and frameworks is a priority of CPI. CPI undertakes research and evaluation with all participants before, during and after a process is completed. Creating a PE Evaluation Framework is in the 2014-17 strategic plan.

**Sample evaluation of 2009 Pilot Citizens’ Panel on the Budget:**

---

**Citizen Deliberation Projects:**

- Pilot Citizens’ Panel on the Budget (2009) Pre CPI Establishment

- Citizens’ Panel on Food and Agriculture

- Citizens’ Panel on Edmonton’s Energy and Climate Challenges

- Citizens’ Jury on Internet Voting

- Citizen Planning Circle on Mature Neighborhood Sustainability
In fall 2013, CPI partnered with the Edmonton Multicultural Coalition (EMC), an Edmonton non-profit, to launch the Civic Spaces Pilot Project in response to needs identified by coalition members. The goal was to co-design a project that fosters inclusive participation and supports the civic and political engagement of immigrants and refugees in Edmonton.

The project involved two components bridging theory and practice. The first was an interactive imaged-based workshop, called “Civics 101.” The workshop introduced participants to different levels of government in Canada, the role of elected officials and school trustees and expanded their knowledge of opportunities for civic participation beyond elections. Civics 101 was a catalyst for critical discussion about experiences of participants with government.

**Learning into action- Open Space Election Forum**

In the second component of the project, participants turned their learning into action at the “Open Space Election Forum”. During this half day session, 80 citizens and 25 electoral candidates (including two mayoral candidates, and four current City Councilors) engaged in moderated dialogue on topics that were of priority to participants. The event created a space for mutual learning and directly connected community members to those seeking elected office. All components included child care, translation, parking and a final celebratory meal.

Based on the success of this pilot project, CPI and EMC have submitted a joint funding application to build on this innovative work and research.

“The event created a space for mutual learning and directly connected community members to those seeking elected office.”
Mobilizing knowledge and communities is a core part of the work of CPI. CPI develops face-to-face and online engagement through workshops, social media, training sessions, videos, and research forums. CPI creates intentional opportunities for collaboration and knowledge sharing.

**Building a national network of scholars and practitioners**

CPI has created a number of interdisciplinary, cross sector committees since 2012 including:

- An ongoing Expert Advisory Committee allowing practitioners and scholars from across Canada to contribute to the development of CPI, to advance practice and scholarship.
- An Advisory Committee to support the review of Public Involvement in Transportation Services
- An Advisory Committee to support research and ensure fair and process of the Citizens’ Jury

**Advancing Scholarship- Publications and literature reviews**

CPI is a collaborator on two SSHRC (Social Sciences and Humanities Research Council) grant applications that are currently under review. If funded, CPI will support further evidence gathering and knowledge dissemination. These projects are:

1. Citizen-Centered Municipal Service Delivery
2. Participedia: A global community of democracy researchers, practitioners and interested citizens

**Building skills and capacity**

- In April 2013, CPI designed and hosted a two-day workshop titled, “Igniting Change: Why Stories Matter” with Pattie LaCroix. Fifty participants from diverse sectors increased knowledge and skills in engagement, over two day-long workshops.
- Since 2012, CPI has developed a community of facilitators and completed three training sessions to increase and to build skills and expertise in design and facilitation of citizen deliberation.
- CPI has provided opportunities for experienced practitioners to advance their skills through leading innovative processes.
- CPI researchers designed and taught a Graduate course titled, *Civic Engagement in a Digital Age* (Spring 2013).
- Case studies using CPI projects are now embedded in the *Government Studies*, U of A *Citizen Engagement and Consultation* (EXLGP 8209), required for certificate in Government Studies.
- CPI has supported citizens to develop skills and opportunities to present to municipal policy makers.
- CPI has created three comprehensive topic guides to support citizen learning and participation including: *Internet Voting in Canada, Energy and Climate Challenges* (in partnership with Alberta Climate Dialogue), and a discussion guide on *Rural Broadband Internet*. 
**Fostering Emerging Scholars**

This year, a Community Service-Learning (CSL) student, an undergraduate student intern, and 4 graduate student researchers joined the CPI research team to gain the experience of public involvement and to research best practices and methodologies. CPI worked closely with these students, providing access to the “Living Laboratory”, of the City as they explored and applied the most effective means for public involvement.

Student projects and initiatives span a wide range of topics, including review of public involvement literature, Transportation Planning, evaluation, research methods, data analysis, and rural broadband. CPI and students explored critical questions, and developed new evidence to advance public involvement.

**Mobilizing knowledge and communities**

- In June 2013, CPI welcomed 190 people from diverse sectors to officially launch the Centre for Public Involvement. This event demonstrated the broad network CPI has established, and its ability to mobilize community members and organizations.
- CPI staff present at academic and community based conferences across Canada and Internationally. Two examples include presentations about: “Citizens Juries as a policy making tool” (IAP2 Wildrose Conference) and at the upcoming International Engagement Scholarship Conference to be held in Edmonton, 2014 on Democracy in Action and Community-University partnerships.
- CPI inspired City of Edmonton Councillor, Karen Leibovici and Director of Public Communications Jason Darrah to participate in the North American Conference on Participatory Budgeting, in Chicago in 2014, to develop knowledge of Participatory Budgeting and explore potential for implementation in Edmonton.
- CPI shares learning resources such as videos via existing online sites of other organizations such as Participedia and National Coalition for Dialogue and Deliberation.
Many of the projects CPI has implemented to date have involved testing new processes, methods, or ideas for the first time in complex, and highly politicized environments. This is risky and there are many unintended outcomes. CPI has embraced the risks that are part of innovative testing and continues to try new approaches in public involvement, with adaptability and creativity.

CPI, in collaboration with the City of Edmonton Elections Office and Office of the City Clerk, implemented the first Citizen Jury in Canada tied directly to a policy decision. This Citizen Jury deliberated about a highly contentious topic: the possible adoption of Internet voting as an option for the 2013 municipal election.

What happened?

In the development of the Jury, Senior Managers committed fully to take the verdict of the Citizen Jury directly to City Council—the decision makers.

After three days of hearing expert witnesses and engaging in intense deliberation, the 17 diverse citizen jurors reached a “yes” verdict and developed accompanying recommendations.

However, when the verdict and recommendations of the jury were brought to Council by jurors and City managers the decision was made by Council not to implement internet voting, going against the jury’s verdict.

How we responded:

• CPI corresponded immediately with all Citizen jurors to provide up to date information and gauge the impact of this on their involvement.

• CPI researchers Mark Warren and Marco Adria immediately wrote an article and released it via CPI website to provide initial public analysis on the impact of the “no” verdict. Article “Citizen juries are a method for demonstrating government’s trust in citizens” found here: http://centreforpublicinvolvement.com/news-articles/archives/2013/02/07/citizen-juries-are-a-method-for-demonstrating-governments-trust-in-citizens/
• CPI Executive Director initiated a Lessons Learned Evaluation Roundtable with the project team and published an internal evaluation document (some examples of lessons: increased post deliberation communications, additional lead time for Council, host info sessions with Council prior to decision point) which have been shared publicly.

• Additional filming for the video of the project was done to, “close the loop” and share information about the impact of a “no” verdict. (See link to video in Video and Media Section)

• CPI supported the Office of the City Clerk to provide a robust, written response to jurors about how their recommendations were implemented or would be used in future. See Evidence Section.
CREATING A HUB FOR ENGAGEMENT

CPI provides exemplary leadership to mobilize many people and organizations to develop evidence from “lived experience” and move research and critical thinking into tangible, models of citizenship and community-based action. CPI is committed to the “long haul” - tackling the most challenging and complex problems facing communities, in creative and authentic ways. Ultimately, the passion and resourcefulness of citizens inspire CPI to increase capacity to work with participants in their own communities to ignite the sparks that fuel action.

“[CPI] builds capacity for [the City of Edmonton] to engage citizens better... When citizens start to see a pattern of engagement that looks like this then I think what would happen is more and more citizens will start to see that the city is taking their views seriously and will come forward and contribute to initiatives that affect everyone.”

-Hani Quan, Principal Planner (Food and Agriculture Panel)
Dear Jury Member:

Thank you again for your participation on the Citizen Jury on Internet Voting. The process provided us with valuable information and ideas for the implementation of this type of technology.

In November 2012, we promised to provide our response to the Jury’s nine recommendations. The recommendations were reviewed by Administration and I am pleased to provide our responses to you. We will continue to review the recommendations and consider how they can be implemented if the City chooses to use internet voting in the future.

As you know, we are preparing for the 2013 civic election; I would encourage you to participate fully in the election and associated activities. Particularly, I would like invite you to participate in the test of the election processes August 6, 2013 at City Hall. We will be testing our processes for Nomination Day and for Voting Stations. If you are interested in participating please call the Elections office at 780 442 VOTE (8683) and speak to Sandi Harpham to obtain more details. If you would like to work the election please check out our website at edmonton.ca/elections.

On behalf of the City of Edmonton, I would once again like to thank you for your participation and congratulate you for being part of this very important process.

Sincerely,

Alayne Sinclair
City Clerk

1. Usability of Registration System

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<tr>
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<th>City’s Response</th>
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<tr>
<td>Must be simple, easy &amp; fast</td>
<td>The Jelly Bean Election provided an opportunity for the City to test online registration and determine further improvements. Based on those findings, and the feedback from the Jury, the Election Team developed new requirements such as an easier way to provide proof of identity, simpler registration form, simpler PIN, an online password reset capability, etc. In addition, we continue to monitor the industry to ensure we are aware of changes or enhancements to registration systems.</td>
</tr>
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2. Smart Phone/Tablet Friendly

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<tr>
<th>Citizens’ Jury Recommendations</th>
<th>City’s Response</th>
</tr>
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<tbody>
<tr>
<td>Voting and registration using data connection on phone and phone browser i.e., i-phone, Android, Blackberry</td>
<td>The Election team is aware of the increasing demand for services that be accessed through mobile devices. To that end we are developing requirements for an online census to occur in 2014. Voters also would like to access the election systems in such a way. When internet voting occurs a fundamental business requirement is that the system must be functional on the most common devices in use.</td>
</tr>
<tr>
<td>Site built with slower data connections in mind (minimize graphics).</td>
<td>Another fundamental business requirements of the internet-voting system will be that it must work well with slower connection speeds, possibly 56K modems.</td>
</tr>
</tbody>
</table>

3. Research and Evaluation

Following City Council’s decision not to implement internet voting, the City Clerk sent each Jury participant a letter outlining how the City was responding to their recommendations. Here are the first two pages of the letter.
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VIDEO AND MEDIA

Videos

Citizens’ Jury on Internet voting:
http://www.youtube.com/watch?v=g0Ontsxzx1o

Citizens’ Panel on Edmonton’s Energy and Climate Challenges:
http://www.youtube.com/watch?v=d5yMpnQIUF0

Food and Agriculture Citizen Panel Video 1:
http://www.youtube.com/watch?v=9swXTLI0y2Q

Food and Agriculture Citizen Panel Video 5:
http://www.youtube.com/watch?v=Tp_ITDfhDTI

Media links:

Energy and Climate panel:
http://doniveson.ca/2013/04/16/energy-and-climate-citizen-panel/
http://extensionnews.tumblr.com/post/48148362501/an-energetic-crowd-after-months-of-work-the
http://www2.canada.com/edmontonjournal/news/story.html?id=9468ff51-e2a2-47ca-9481-8092e60d8f7f

Citizens Jury:
http://www2.canada.com/edmontonjournal/news/story.html?id=4a387ca2-ef03-424a-b1d6-7b5b91f6d13e

Citizen Deliberation Projects:

• Pilot Citizens’ Panel on the Budget (2009) Pre CPI Establishment

Citizens’ Panel on Food and Agriculture

• Citizens’ Panel on Edmonton’s Energy and Climate Challenges

• Citizens’ Jury on Internet Voting

• Citizen Planning Circle on Mature Neighborhood Sustainability
**2014 CORE VALUES AWARDS**

**Application Cover Sheet**

*Please attach completed form to each entry*

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<td>Name of Relevant Manager</td>
<td>Fiona Cavanagh</td>
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<tr>
<td>Postal Address</td>
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Consent to reproduce material

Please attach completed form to each entry

I, the undersigned, do hereby authorise IAP2 Canada to use the material provided by (insert name of contact person):

Fiona Cavanagh

on behalf of (insert name of organization or individual):

Centre for Public Involvement

and I/We agree that IAP2 Canada may use or permit other persons to use the material provided in such a manner as may be deemed appropriate. This may include, but is not limited to, newsletters, websites, marketing materials, educational information, brochures and media releases.

Signed: Fiona Cavanagh

Name: Fiona Cavanagh

Date: May 12, 2014
Application Checklist

Please attach completed form to each entry

ORGANIZATION NAME: Centre for Public Involvement

CONTACT PERSON: Michaela Mann

PHONE: 780-492-5618

EMAIL: cpi@ualberta.ca

DATE: May 14, 2014

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Summary
The Centre for Public Involvement (CPI) is a centre for excellence founded through a partnership between the City of Edmonton and the University of Alberta to advance the practice and scholarship of public involvement. At the heart of the work done by CPI is the belief that people should be included in decisions that affect them. The commitment to public involvement guides the Centre’s project development, research, organizational decision-making and on-going effort to introduce various organizations and individuals to public involvement through partnerships. Although the Centre is still relatively new, its impact to date is impressive. With over 100 citizens directly involved in deliberations, 50 facilitators trained, an ever expanding network of partners and world class research projects, CPI has effectively highlighted the need and benefits of public involvement.

Guide to CPI’s 2014 “Organization of the Year” application:

- Leadership for Excellence in Engagement
  o Highlights how the leaders of the organization have comprehensive understanding of and have incorporated public participation in a meaningful way that impacts their internal operations and their role in the community at large.

- A Culture of Engagement
  o Outlines how the participation of CPI’s staff in external promotion of public involvement and internal decision-making has set the tone for the Centre’s public deliberation projects.

- Evidence for Long Term Improvement in Transportation Planning
  o Explores the partnership of CPI with the City of Edmonton in promoting public involvement in long-term decision-making and policy setting for one of the city’s largest departments.

- Citizen Deliberation: Innovation
  o Demonstrates CPI’s track record for in and commitment to effectively involving citizens in public decision-making. This section delves into the approach that CPI takes to ensure that engagement is comprehensive and impactful.

- Building Inclusive Communities
  o Describes one initiative that CPI partnered on to promote learning and build capabilities for public involvement within immigrant and refugee communities through the Civic Spaces project.

- Engaged Learning and Engaged Communities
  o Focuses on the various approaches CPI employs to learn and build public participation capacity.

- Advancing through Adversity: The story of Edmonton Citizens’ Jury
  o Demonstrates CPI’s adaptability in the face of major challenges, reputation risk and unexpected circumstances through the example of the Citizens’ Jury on Internet Voting.

- Hub of Engagement
  o Offers some concluding thoughts and is followed by evidence of CPI’s commitment to core values through videos, links and images.
References for Centre for Public Involvement- Core Values Award Application

1. Michelle Chalifoux (City of Edmonton)
   Public Engagement Program Manager
   Transportation Planning, Transportation Services, City of Edmonton
   Phone: 780-496-5505
   Email: Michelle.Chalifoux@edmonton.ca

2. Hani Quan (City of Edmonton, staff lead on Citizens’ Panel on Food and Agriculture)
   Principal Planner, Sustainable Development
   780-944-0111. Email, hani.quan@edmonton.ca

3. Anita Moore (Panelist for the Citizens’ Panel on Food and Agriculture)
   imagineinc700@gmail.com

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