iap2 international association for public participation CANADA

IAP2 Spectrum Review
Summary of Engagement Process

MARCH 2017

P2 = Public **P**articipation

Public participation is any process that involves the public in problem solving or decision-making and uses public input to make sustainable decisions.

-International Association for Public Participation

EXECUTIVE SUMMARY

BACKGROUND

For several years, P2 practitioners have been discussing IAP2's Spectrum of Public Participation, focusing on its use, limitations, benefits, and potential changes that could be made to ensure it better reflects current contexts and needs. In recognition of this, IAP2 Canada volunteered to step into these conversations on behalf of the Federation, to act as a central gathering place for input from participants, and to report back on key ideas, insights, and possible actions related to Spectrum-improvement that emerged from this process. IAP2 Canada facilitated a Federation-wide discussion on the future of the IAP2 Spectrum throughout 2015. The basic question guiding the discussion was: Is the Spectrum still relevant in today's environment, and if not, how can it be improved?

The summary of input provided below is intended to assist the Federation to make decisions about the future of the Spectrum. It outlines some key Spectrum-related issues or concerns of interest. It contains some proposed improvement actions and strategies. Participants did not agree on whether the Spectrum required change. Among those who did believe improvements were possible or necessary, there was no agreement on the type or degree of change required. Nonetheless, ideas and insights emerging will certainly inform future Federation deliberations related to the future of the Spectrum.

SUMMARY OF KEY FINDINGS BY THEME

IAP2 Canada gathered feedback from over 220 Canadians, Americans, Australians, and New Zealanders through a variety of online forums and in-person conference sessions throughout 2015. As noted, there was no consensus on the need for change to the Spectrum, the degree of type of change thought necessary, specific Spectrum shortcomings and improvements required, or proposed concrete actions for the Federation to consider. Clearly, perspectives on the overall effectiveness of the Spectrum, and on its possible evolution, are diverse. However, there does appear to be general agreement that the Spectrum has been and will likely continue to be a useful tool for practitioners in the future. There appears to be general agreement that the Spectrum – or at least some variation of it - should continue to be embraced as an important tool in the overall IAP2 resource package.

Many of those proposing change appear to be describing adjustments and adaptations that can be considered relatively minor. As such, they are proposing 'tweaks' to the Spectrum. Several others described ways of improving the Spectrum, not by changing it per se, but rather by developing short companion explanatory pieces (e.g., a 'user's manual' or other short 'notes to the reader' that would clarify some words, terms, and key concepts) that could accompany it. In short, in their view at least, the problem is not with the Spectrum itself, but with the lack of explanatory text provided with it. At least one other implied that the problem with the Spectrum is not that there is a lack of available explanation related to its intent and utility, but rather that some users are unaware that the Spectrum was never intended to be a stand-alone tool – it was intended to be read, considered, and used in concert with other documents such as the IAP2 Core Values and Code of Ethics documents.

Several participants described needs, issues, challenges, and gaps related to the Spectrum, that should they be acted upon by the Federation, the resulting changes could only be described as major. These individuals were directly or indirectly proposing changes - such as reorienting the Spectrum so that it is presented through the eyes of a participant versus a decision-maker - that would necessitate considerable revamping of the tool. No one recommended or advocated for the complete abandonment of the Spectrum.

EXECUTIVE SUMMARY

The following broad themes emerged from the input received from participants. Given the imperfect world of qualitative data analysis, it is quite possible that different people tasked with reviewing participant-input would have emerged with somewhat different themes. Nonetheless, they are provided here as a type of 'short-cut into the data' that will assist Federation decision-makers with their deliberations related to the operational question 'what, if anything, should the Federation do with the Spectrum now?'

Disagreements re: term confusion/ misunderstanding

It was acknowledged that the Spectrum was at least partially created to establish create a common language and/or terminology for those interested in P2 processes. However, as evidenced by some comments received, there appears to be some confusion (or misunderstandings) over some terms and words used by IAP2 in relation to the Spectrum. Although many acknowledged that the Spectrum has been a useful tool, some have noted that it could be improved by clarifying IAP2's intended meanings in some instances. Given the variety of people using the Spectrum - people with different backgrounds, from different sectors, with differing cultural perspectives, and who often have different mother tongues - and given that there are no true 'gold standard' definitions for seemingly simple P2 words (e.g., consultation), some degree of definition/terminology confusion and misunderstanding is likely inevitable.

Key Action Ideas: IAP2 could better educate its members on how the IAP2 understands and interprets the various terms and words used (with emphasis on those that appear to be causing most of the confusion/ misunderstandings); it could do this in a variety of ways including: footnotes; special add-on explanatory text; and/a short video).

Issue of power: Single-convener 'in charge' lens is not the entire story

The Spectrum is viewed by a number of people as top-down and unnecessarily viewed 'through the lens or from the perspective of a single decision-maker who somehow believes he/she has the ability to can give power to the participants'. They argued that this 'framing' does not adequately reflect the reality of many P2 processes. It does not illuminate how the public can become engaged in 'decision making' without any formal convener, or without having been 'invited'.

Key Action Ideas: Create a second Spectrum through the 'lens of participant/activist'; revamp the existing Spectrum to incorporate other 'framings' or perspectives; develop explanatory notes (text; graphics, video) that clearly outlines this and potentially other limitations of the Spectrum including a brief explanation re: why IAP2 has taken this approach with this tool.

Too focused on 'P2 leading to a single decision'

The Spectrum's focus on the decision-making process (getting to a decision) can be useful for what it is, but it can also be limiting if one wants to understand P2 beyond an early or first decision-point. As such, the Spectrum does not seem to adequately reflect or make room for P2 process implementation, nor does it reflect P2 as a collaborative act involving multiple parties working together over time to bring about change (activism) or resolve conflict.

Key Action Ideas: IAP2 could adjust the Spectrum wording (make more explicit) so as to remind users that the Spectrum is not intended to only focus on 'getting to a single decision' but rather is intended to cover myriad decisions that can occur throughout a P2 process (i.e., beginning with P2 that informs early decisions, but which also includes implementation decisions and even evaluation decisions).

Over-emphasizes projects/practicalities (emphasis needed on vision/big picture)

Several people seem to believe that the Spectrum is too project and/or practical oriented. They seem to want the Spectrum to become more aspirational and visionary in nature (i.e., a tool that will present P2 as a process of civic discourse, community-building, and collaborative sustainability-making). Implicit in their comments is the need for the Spectrum to 'speak to' the ideological 'why' of P2 instead of just the 'nuts n' bolts how'.

Key Action Ideas: IAP2 could address this issue in a variety of ways: remind users to review the Code of Ethics and Core Values documents when considering the Spectrum (given that these docs do to some degree 'speak to' some such issues noted above); add a Note of Explanation to the existing Spectrum document that could do the same; or develop a new additional document that can remind users of different types of P2 purposes that range from instrumental, practical, and functional rationales at one end of a continuum, to ideological, ethical, and participatory democracy reasons at the other).

EXECUTIVE SUMMARY

Spectrum levels/continuum-points need to be modified/adjusted (or do they?)

There are differences of opinion regarding the appropriateness of some Spectrum levels or 'continuum-points' (and/or the words used to describe them); some say certain levels should not exist at all on the Spectrum (e.g., Inform) while others disagree; some people do not like the use of the word/level 'empowerment', at least how its used within the current Spectrum which they consider overly 'top-down' and thus unable to truly consider 'empowerment approaches'; some participants have noted how the Spectrum confuses new users who erroneously believe the continuum-points on the left are less valuable than those on the right.

Key Action Ideas: IAP2 could consider the creation of a short Note of Explanation (Users Guide document) that explains what the original authors intended when they created the Spectrum (i.e., how the Spectrum is to be used; how the levels relate to one another or do not; why certain words have been chosen over others; why 'Inform' remains on the spectrum after years of debate overs its use in a P2 context).

Spectrum is too simplistic (or maybe that's its strength?)

A number of participating IAP2 members commented on the simplicity of the Spectrum but from two opposing vantage points: several considered it to be a strength, while several others described it as a weakness or fault; the former believed this simplicity helps IAP2 to communicate key P2 concepts to both members and non members alike; the latter are of the view that the Spectrum is so basic, that it misses an opportunity to educate; indeed, in an IAP2 Australasia conference mock trial, the Spectrum was 'accused' of distracting and possibly misleading people from looking more deeply at what is needed for high quality public engagement.

Key Action Ideas: As above, an explanatory Note or video, or a section in a user's guide describing the rationale behind the 'Spectrum-simplicity' (and potentially adding more information for those keen to read it) are possible actions that could be considered to address the simplicity issue. Different versions of the Spectrum could also be considered (e.g., Spectrum-At-A-Glance versus Spectrum-More-Fully-Explained).

Detailed examples of participant input can be found in Appendices A and B.

PROCESS DETAIL

IAP2 Canada gathered feedback from over 220 Canadians, Americans, Australians, and New Zealanders through a variety of online forums and in-person conference sessions throughout 2015. It should be acknowledged that IAP2 Canada stepped into an ongoing discussion among practitioners. As such, the engagement goal was to not only create the space for new dialogue and comments, but also to actively seek out past and existing conversations, and to mine those for ideas and insights as well.

EXISTING CONVERSATIONS INCORPORATED

- Blog Posting by Max Hardy
- Blog Posting by Stephani Roy-McCallum
- Atlantic Canada Chapter discussions
- Saint Laurent/St. Lawrence discussions
- Twitter hashtag #IAP2at25
- IAP2 Australasia LinkedIn discussion thread

STAKEHOLDERS ENGAGED

- Practitioners (both member and non-member)
- All IAP2 Affiliates and Chapters
- IAP2 Licensed Trainers
- IAP2 Federation - Decision Maker

QUESTIONS ASKED

IAP2 Canada on behalf of the IAP2 Federation asked the following questions:

- What about the IAP2 Spectrum works well?
- What are the limitations of the IAP2 Spectrum and how might those be addressed?
- For over 25 years, IAP2 has advanced the practice of meaningful P2. How can we continue to advance the practice in the public engagement environment of today and tomorrow?

A detailed list of tactics can be found in Appendices C and D.

NEXT STEPS

- IAP2 Canada will provide the IAP2 Spectrum Review report to other Affiliates for sharing in May 2017.
- IAP2 Canada will provide this report to its members and contacts via the May 2017 newsletter
- Clarifications on what has been written will be addressed by IAP2 Canada. Other comments received will be provided to the Federation.
- If necessary, a revised report and comments will be provided to the Federation in June.
- It is acknowledged that the IAP2 Federation will make all final decisions about the spectrum - including the need for any additional discussions or consultations..
- From IAP2 Canada's perspective, based on the feedback received, the Federation will need to decide if revisions to structure are necessary, or if a compendium document would address concerns and opportunities raised during the consultation.

Appendix A

Examples of Participant Feedback/Input

The following table provides a collated summary of feedback based on major themes.

THEME	EXAMPLES OF COMMENTS/POINTS MADE	SOURCE
Disagreements regarding term confusion/	• Spectrum was initially created to (partially) address confusion • Distinctions between various terms is/remains important • Different words mean different things to different people; varied cultural views make things complicated (as do different languages) • Spectrum is about more than helping people sort out definitions; we should not get overly bogged down with terms • Spectrum should concentrate on illustrating how different processes involve different levels of influence/impact on decisions • Spectrum can't be all things to all people – other tools are available and can supplement or complement any gaps	Lewis Michaelson (IAP2 USA Blog) - January 2012
	• We need a plain-language edit of the Spectrum	From notes of Portland session - September 2015
	• Spectrum has been misused, abused, or at least misunderstood • Even where it is understood and applied, it has not always been helpful or offered the intended clarity – The 'Promise to the Public' layer is quite simply written and helps remind decision-makers/project leaders to ask themselves 'is this really what we mean and intend?'	Max Hardy (maxhardy.com) - January 2015
	Comments/Observations/Ideas: • Term-confusion always has and likely always will persist (some people even dispute the word 'spectrum' itself) • Recent discourse (rants) on LinkedIn are evidence of this • People will not likely agree on any one set of common definitions • IAP2 could be more explicit re: what it means when it uses words/terms (clarify how we use them but abandon any attempt to try and get people to agree given differences noted above) • To address misunderstandings, IAP2 needs to better educate users re: how IAP2 interprets the Spectrum; it also needs to remind users that there are other ways to describe or outline P2	B. Gilbert (IAP2 Canada Board President)
Issue of power: Single-convener 'in charge' lens is not entire story	• The IAP2 Spectrum is written as if there is only one sponsoring organisation involved; it does not reflect situations where multiple organisations co-sponsor a process • It also assumes that the convening entity is also acting alone (or is in charge) when what happens is often partially negotiated by convener and participants (e.g., choices made; topics covered) • It also does not establish that P2 can be initiated by a community or community group	Max Hardy (maxhardy.com) - January 2015
	• The Australasian Community Engagement Model reflects the fact there is often not one driving force/organisation behind P2	Michelle Blicavs (response to Max Hardy) -Jan. 2015

THEME	EXAMPLES OF COMMENTS/POINTS MADE	SOURCE
Issue of power: Single-convener 'in charge' lens is not entire story (cont.)	• We need to better support bottom-up efforts to influence public decision making aka activism	Tim Bonneman via PPT used by Stephani Roy McCallum (Portland) - September 2015
	• The IAP2 Spectrum needs to be re-thought because it is presented as if the decision-maker has all the control • This might work for the sponsor or decision-maker, but it [the assumption that the sponsor has all of the power in the situation] is hugely challenging for many groups, communities and cultures • The 'empower' level also suggests that the organization or decision-maker has the ability to empower others (without considering that communities and individuals have power of their own that is not conferred on them by the decision-maker) • There is an illusion of control re: that being clear about expectations means that people will accept those expectations	Stephani Roy McCallum (from Blog Post) - March 2015
	• What would our conversations look like if we had a spectrum that put participants at the centre of the power structure? Or if we reflected power in the interactions on the levels of it?	Becky Hirst (cited in McCallum) - March 2015
	• The Spectrum has always seemed a little off to me; it's fairly one sided; it presents from the sponsor/decision-maker viewpoint only • Just because the law, regulation or policy establishes that one entity is the decision-maker, doesn't mean the people will accept this (or that they won't set out to change that situation)	Elle Price (from blog post: Re-imagining the IAP2 Spectrum') - April 2015
	• The IAP2 framework [Spectrum] is often perceived as leaning in a certain direction: top-down (decision maker-centric); short-term (project-by-project); too narrowly focused on only the decision-making portion (ignoring the broader context or environment); and neutral (hence supporting the status quo) • I'm seeing a lot of interest in approaches that lean in exactly the opposite direction: bottom-up engagement; seeking long-term community change; applying a more holistic viewpoint (there's more to it than just the decision-making portion)	Tim Bonneman – Intellitics Blog Post) - June 2015

THEME	EXAMPLES OF COMMENTS/POINTS MADE	SOURCE
Issue of power: Single-convener 'in charge' lens is not entire story (cont.)	**Comments/Observations/Ideas:** • It can be argued that the Spectrum does indeed adopt a 'single-convener with all of the power' starting-point stance • The Spectrum does not illuminate how the public can become engaged in 'decision making' (think 'social change') without any formal convenor or organizer, or without having been 'invited' (e.g., social movements or other activism can emerge via the actions of one or multiple players where there is no convener or organizer or when they (movement members) demand change) • Stated differently, the Spectrum assumes that the decision-maker is in charge (has power) and that the those to be engaged are passive (have no power) • IAP2 could perhaps address these nuances through a series of 'Notes for the User' that could accompany the Spectrum (i.e., whereby the various limitations and/or biases of the Spectrum are acknowledged and addressed; term- and word-definitions could also be addressed through such Notes); there could be notes such as: A Note on Definitions; A Note on Power; A Note on the Biases Inherent in the IAP2 Spectrum etc • Of course, a complete redesign of the Spectrum such that these issues of power and control are better reflected, is also possible • Another idea is to create a second spectrum as per Hirst's suggestion (and previous work) aka a Spectrum Through the Lens of Participant; this way IAP2 would have a spectrum that views P2 through the Lens of Decision Makers, and a parallel/comparable one that looks at P2 through a Participant Lens	B. Gilbert (IAP2 Canada Board President)
Too focused on 'P2 leading to a single decision'	• What happens after a decision has been made/plans have been made is an important as getting to the decision (i.e., P2 needs to be considered/ understood in the post-decision implementation context; yet the Spectrum stops at the decision) • Ongoing relationships with the public are important re: implementation; this needs to be reflected in the Spectrum	Max Hardy (maxhardy.com) - January 201
	• I wonder what the Spectrum would look like if it were broadened to not just "a decision," etc.). The NCDD Engagement Streams (www.ncdd.org/ streams) presents public engagement as having four broad purposes — exploration, conflict resolution, decision making and collaborative action). I wonder what a blending of these frameworks might look like.	Sandy Heierbacher (response to Max Hardy) - January 2015
	• On the other hand: I think that IAP2 has been quite unapologetic in its focus on decision making […] this focus is not because we do not see other approaches or that we do not know that a lot occurs, or needs to occur, through community driven or the "co". I think that it is because as practitioners our struggle is often to keep the decision maker engaged and honest - in my mind the tools have been about this. • Maybe what we need are some new IAP2 endorsed tools to sit alongside the existing ones that do more than decision making?	Summary of some comments via forums created by IAP2 Canada and Australasia - 2015

THEME	EXAMPLES OF COMMENTS/POINTS MADE	SOURCE
	Comments/Observations/Ideas: • IAP2 could adjust Spectrum wording to remind users that processes (i.e., led by a convenor to help support decision-making, regardless of P2 level) can also carry over into an implementation phase; simply put, that the Spectrum can apply to implementation • Example: after a decision has been made to redevelop a brownfield into a park (on the basis of P2), there can be ample opportunity for more P2 where the public can be engaged in design details (re: amenities and layout); the Spectrum does not demand that P2 end with a (single) decision; lots of P2 is conducted around matters that can be considered 'implementation post-decision'; the issue here seems to be that the Spectrum does not intentionally highlight the post-decision potential of P2, although it could do so	B. Gilbert (IAP2 Canada Board President)
Spectrum over-emphasizes projects and practicalities (emphasis needed on vision and big picture)	• We need to re-imagine Spectrum with a focus on the big picture • We need to place less emphasis on a project-by-project approach to P2 and decisions and concentrate more on community building, long term sustainability and working together within the system	Stephani Roy McCallum (Portland PPT) - September 2015
	• The IAP2 framework [spectrum] is often perceived as leaning in a certain direction: top-down (decision maker-centric); short-term (project-by-project); • There is a lot of interest in long-term community problem-solving [that moves beyond project-based activities as designed and imagined by decision-makers)	Tim Bonneman – Intellitics Blog Post) - June 2015
	Comments/Observations/Ideas: • The Spectrum does things well – it encourages users to think through questions like: What do I need/want to do? What is my commitment to the public? Which type of activities/approaches are best for my situation? • To some degree it guides users to think practically (i.e., what do I need to do, in what sequence, to get info needed for a decision?) • It does implicitly draw attention to how long-term relationships built over time are both a goal of and prerequisite for meaningful P2; but, it is also true that the Spectrum is relatively silent on the bigger picture (e.g., civic discourse; collaborating for sustainability; participatory democracy); • There is minimal or no language explicitly noting how P2 should or could be about community-building or enhancing society • IAP2 could consider adding one additional document to the Spectrum 'cluster' of documents (i.e., one focused on 'reasons for doing/purposes/intents/benefits' of P2; such a doc could outline how there are a range of reasons for doing P2 (ranging from practical/instrumental/functional reasons to more ideological ones); this would remind readers that the Spectrum is both a practical tool that can help one 'do', and also a thinking/reflection tool that can educate/remind people about higher-level P2 goals	B. Gilbert (IAP2 Canada Board President)

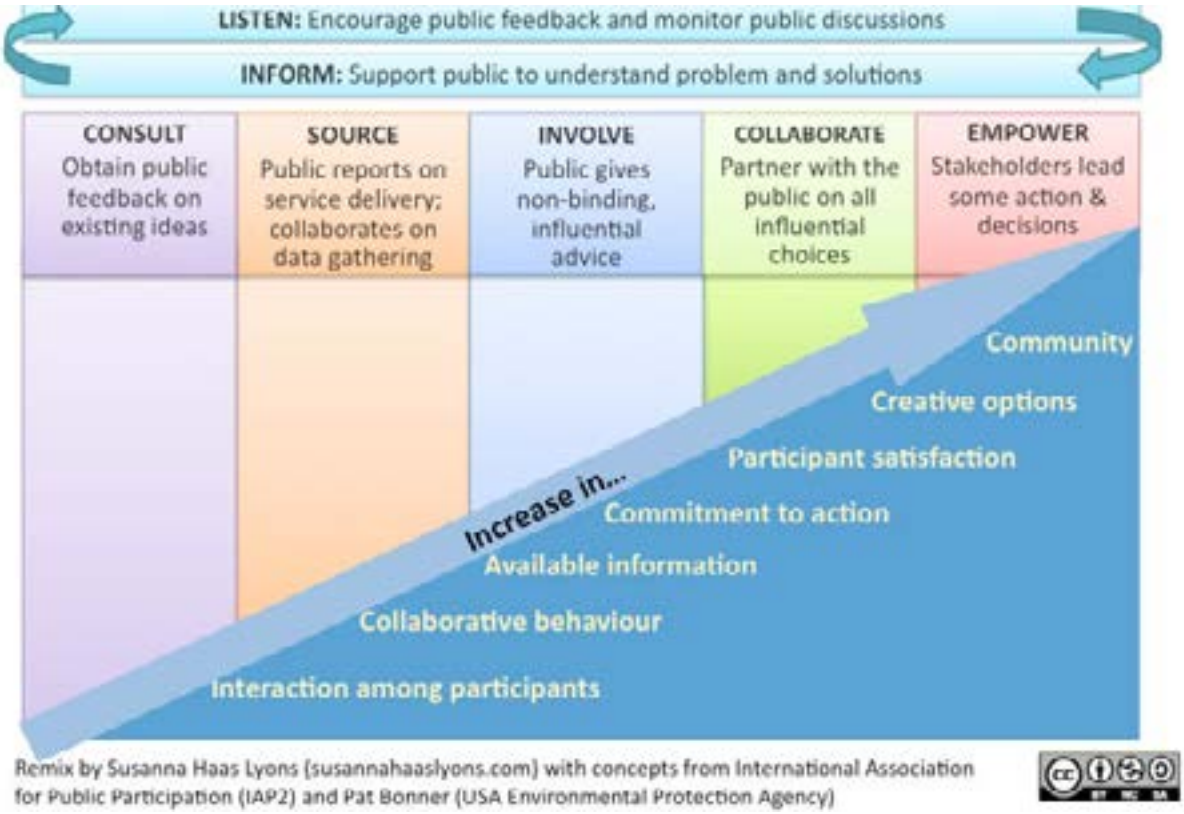
THEME	EXAMPLES OF COMMENTS/POINTS MADE	SOURCE
Spectrum levels need to be modified/ adjusted (or do they?)	• There is a debate among some observers re: the levels or continuum-points along the Spectrum; some say they need to be adjusted while other disagree • For instance, regarding the former: 'the inform level of the spectrum has to move from being part of the continuum to a baseline for all levels of public engagement' (aka remove 'inform') • Regarding the latter: 'I am sympathetic to the points around the Inform level, although I do think that its presence along the Spectrum is useful' (aka keep it) • Some have noted how people misunderstand the levels (i.e., they assume one level is better than another, or that the further along the Spectrum, the better the P2); complicating this view is that some well-known practitioners have commented on how some levels (e.g., collaboration) are inherently better (aka the goal of P2) than others like consultation (aka a 'worn-out' approach) • Still others have noted that the different levels can confuse people: Are they meant to be followed in sequence (i.e., people infer that there's a time-sequence with the left-to-right arrow)? Can a process only be centered on one level? How do the levels relate to one another in any given process? • At least one person noted that there is room on the Spectrum for the concept of cooperation vs. or in addition to collaboration: Sometimes in order to collaborate one group has to relinquish or at least minimize one or more values in order to collaborate. Often a better path is to agree to cooperate. • One person noted two things the Spectrum doesn't express well: 1) that you can involve people at different levels of the Spectrum in the same process, and even at the same time depending on the audiences you are engaging; 2) as you move along the Spectrum the level of influence may increase, but so does the responsibility of the participant, for their time and commitment • One person suggested that the creation of a basic users guide to accompany the Spectrum could help to address various misconceptions of misunderstandings (see Bonneman blog)	Summary of some comments via forums created by IAP2 Canada and Australasia - 2015
	Comments/Observations/Ideas: • Some adjustments to the Spectrum levels at least in terms of wording and clarifying information (and issues raised above) could be considered; the real issue is how best to do this (i.e., change the Spectrum or create new info docs to accompany it?)	B. Gilbert (IAP2 Canada Board President)

THEME	EXAMPLES OF COMMENTS/POINTS MADE	SOURCE
Spectrum is too simplistic – or maybe that's its strength?	• There is some debate among some observers re: the overall nature of the Spectrum • Some have noted it is too simplistic (e.g., the Spectrum fails to capture the complexity of involvement; so often I see organizations instinctively adopt the spectrum as their organizing framework but our times demand a greater sophistication) • Others have noted its straightforward simplicity as its strength (e.g., to be honest I like the spectrum as it is - simple to understand - I like the layout; it is not meant to be a hierarchy, it is a continuum, and this is presented quite helpfully. The layout and neatness of it has helped it to become the major reference point for a decade) • Somewhat contradictorily, still others have noted the confusion that exists among some re: how to interpret the framework (suggesting that it is not simple); they suggest this confusion - mainly among those unfamiliar with P2 - could be partially addressed by making the Spectrum (and key concepts surrounding it) more visual (e.g., one limitation I clearly see is the fact that the spectrum is in a text format only - I'm kind of a visual person, I like visuals and graphics that speak for themselves; its simplicity doesn't necessarily make it simplistic)	Summary of some comments via forums created by IAP2 Australasia and Canada - 2015
	Comments/Observations/Ideas: • There may in fact be a middle ground here: it may be possible to a) keep the Spectrum itself simple (clear; plain-language; unencumbered with potentially worthy yet tedious 'extra' information-rich pieces) while at the same time, possibly through Notes or a Users Manual (see above), b) satisfying a thirst among some for more info, by providing additional background or supporting information (i.e., supplementary theoretical info) • There is room for enhanced graphics related to the Spectrum	B. Gilbert (IAP2 Canada Board President)

Appendix B

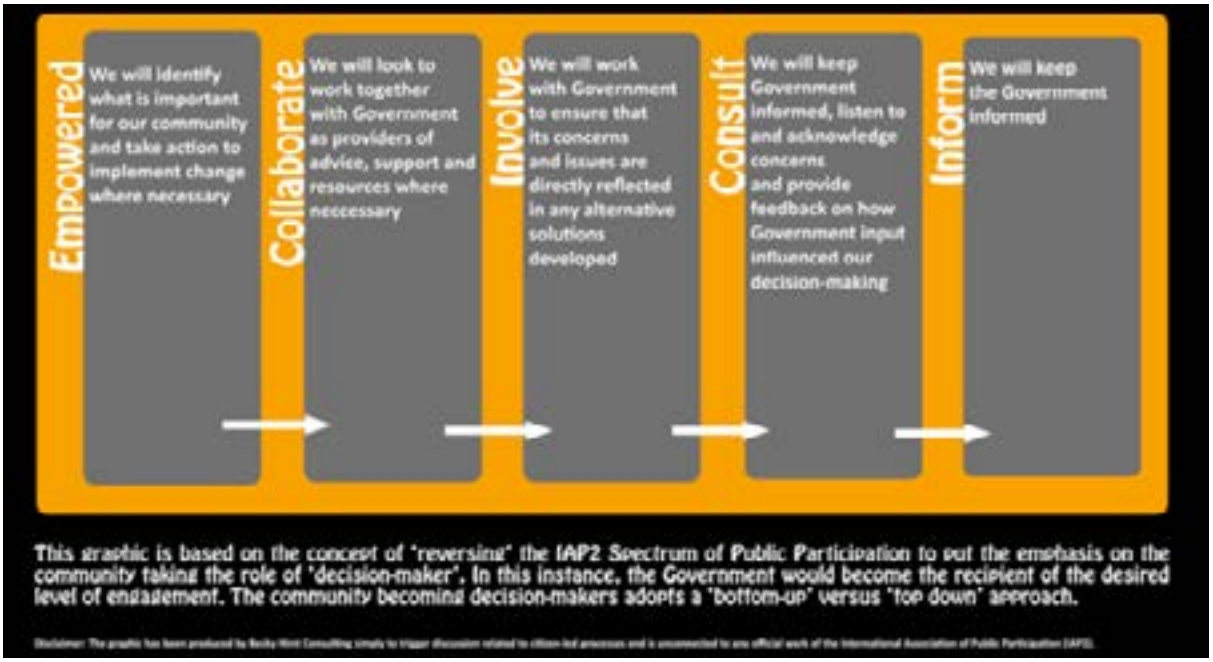
Examples of Spectrum Modifications

PUBLIC ENGAGEMENT SPECTRUM

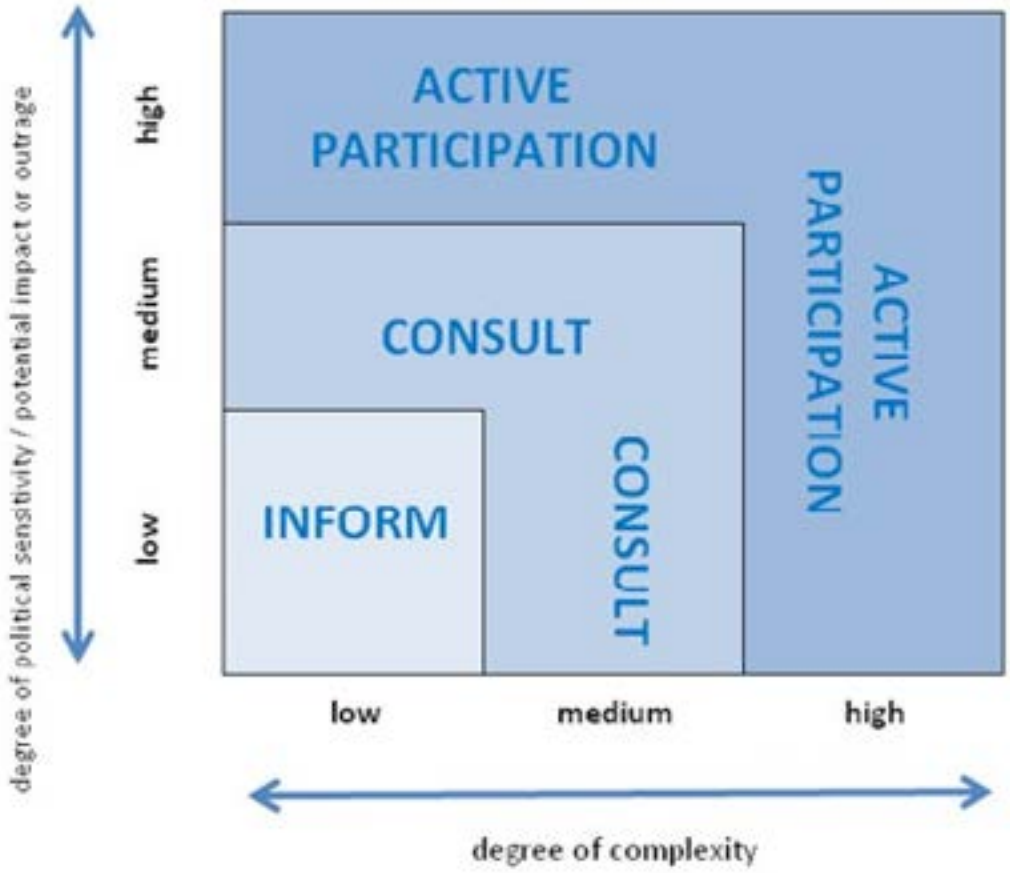


Remix by Susanna Haas Lyons (susannahaaslyons.com) with concepts from International Association for Public Participation (IAP2) and Pat Bonner (USA Environmental Protection Agency)

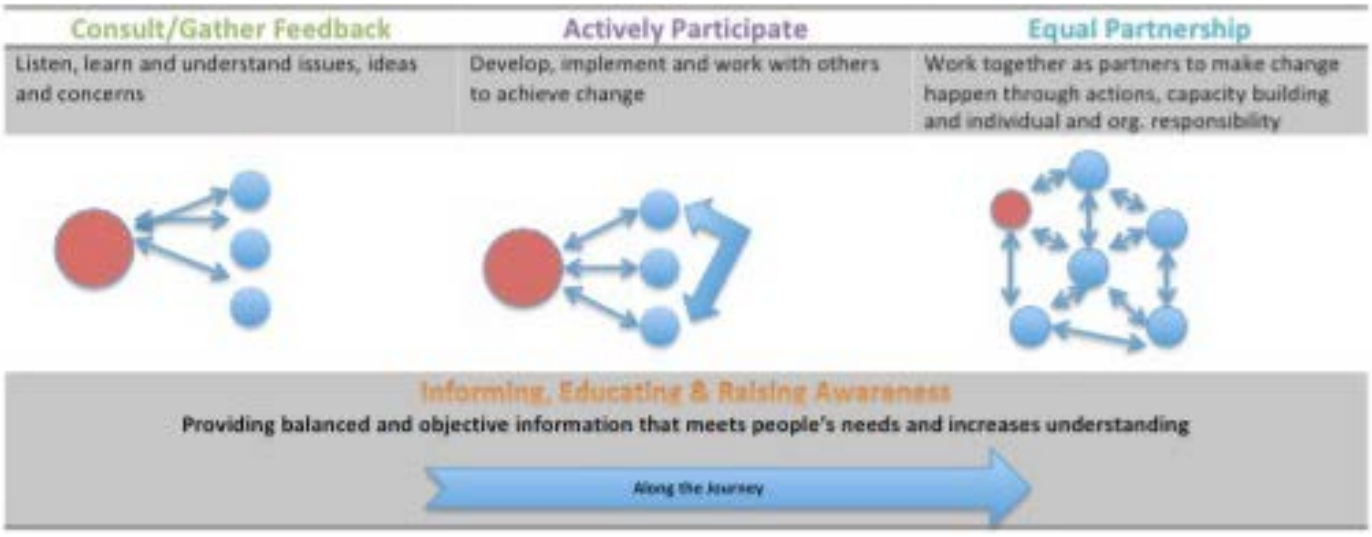
WHAT IF THE COMMUNITY BECAME THE 'DECISION-MAKERS'?



Reverse IAP2 Spectrum by Becky Hirst Consulting



COMMUNITY ENGAGEMENT CONTINUUM FOR DISASTER RECOVERY



From Dialogue Partners

Appendix C

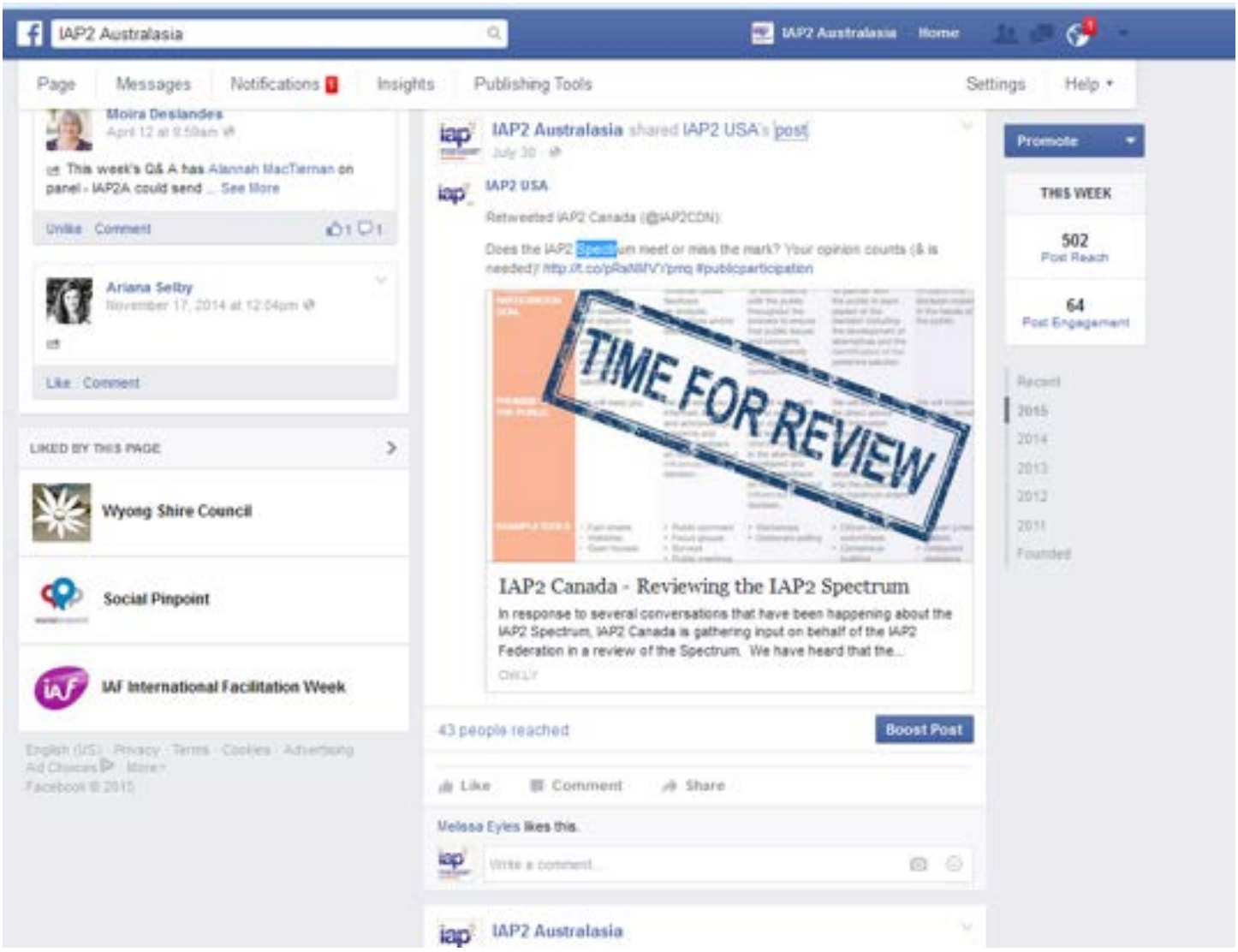
Engagement Tactics and Discussions

ACTIVITY	DATE	CONTENTS	PARTICIPANTS	GENERAL COMMENTS
Forums on IAP2 Australasia and IAP2 Canada websites and IAP2 Saint-Laurent discussion	Throughout 2015	Summary of Comments	60 participants	Canadian Forum: IAP2 Spectrum Review (April 25 – Nov 30 2015). Australasia and St-Laurent discussions July-Aug 2015
IAP2 USA blog post by Lewis Michaelson	January 25, 2012	What Makes the IAP2 Spectrum Unique	2 participants	
Blog Post by Max Hardy on MaxHardy.com.au	January 19, 2015	Reflections on the IAP2 Spectrum	15 participants	
Blog Post on Dialogue Partners website by Stephani Roy McCallum	March 12, 2015	Re-Imagining the IAP2 Spectrum	3 participants	Also posted on Medium - 13 likes, 0 comments
Blog Post on Elle Price Communications website by Elle Price	April 13, 2015	Empowering the People - Re-Imagining the IAP2 Spectrum	1 participant	Commentary, tracking back to Stephani's article
Blog Post on Intellitics website by Tim Bonnemann	May 28, 2015	IAP2 Spectrum Review - The Big Picture	5 participants	
News article on AxiomNews -	Sept. 25, 2014	Our Rutland - Raising the Bar on Public Engagement	1 participant	Article refers to IAP2 Spectrum and to increasing the level of engagement in a community visioning project higher than "Inform"
Session at IAP2 North American Conference in Portland: Re-imaging the Spectrum led by Stephani Roy McCallum	Sept. 2015	PowerPoint: Re-Imagining the IAP2 Spectrum PowerPoint Report: Session comments	@ 30 participants	Volunteers live-tweeted the discussion for further commentary
Session at IAP2 Australasia Conference in Perth: Mock Trial of Spectrum led by Amanda Newbery, Max Hardy and Joel Levin	Dec. 9, 2015	YouTube Video: Spectrum On Trial Report: Summary of Spectrum on Trial	@ 100 participants	Experienced practitioners presented the case for and against the current Spectrum, then Conference attendees became the jury.

Appendix D

Communications Tactics and Promotion

TACTIC	FOCUS	DATE(S)	REACH
IAP2 Canada and Australasia Website	Promotion & hosting of forum from homepage	• April-Dec	
IAP2 Canada and Australasia Newsletter/ Blog	Posts inviting comments on Spectrum, directing readers to IAP2 Canada online forum	• July 27 • June 25 • May 21	1,294 1,661 1,255
IAP2 Canada Twitter	1. Encourage conversation 2. Drive traffic to the IAP2 Canada discussion forum 3. Drive traffic to French (St-Lawrence) discussions 4. Drive traffic to Australasia discussion	• Scheduled daily: • 10 EST and 4 EST • Tags: • #IAP2at25 #P2 #IAP2 #PublicParticipation	
IAP2 USA Twitter	1. Drive traffic to IAP2 Canada discussion forum 2. Re-tweet IAP2 Canada	• Re-Imagining the IAP2 Spectrum	1,500
IAP2 Australasia Twitter	1. Drive traffic to IAP2 Canada discussion forum 2. Re-tweet IAP2 Canada	• Empowering the People - Re-Imagining the IAP2 Spectrum	960
IAP2 Canada Facebook	1. Encourage conversation 2. Drive traffic to the IAP2 Canada discussion forum	• Weekly post until end of November 2015. • Schedule: Wednesday at 3pm EST	
IAP2 Australasia Facebook	1. Drive traffic to IAP2 Canada discussion forum 2. Drive traffic to Australasia forum		
IAP2 USA Facebook	1. Drive traffic to IAP2 Canada discussion forum		
IAP2 Australasia LinkedIn	1. Encourage conversation 2. Drive traffic to the IAP2 Canada discussion forum	• Weekly posts until end of November 2015 • Schedule: Tuesday at 10 EST	
North American Conference (Portland)	Promote Spectrum workshop at conference, driving attention to the overall dialogue	• July - Sept	
Chapter and Trainer champions	Leverage chapter and trainer networks to promote conversation	• July - Sept	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This week's Q& A has Alannah MacTiernan on panel - IAP2A could send ... See More
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IAP2 Australasia shared IAP2 USA's post
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IAP2 USA
Retweeted IAP2 Canada (@IAP2CDN):
Does the IAP2 Spectrum meet or miss the mark? Your opinion counts (& is needed)! http://t.co/pRaN8fV1pmq #publicparticipation
TIME FOR REVIEW
IAP2 Canada - Reviewing the IAP2 Spectrum
In response to several conversations that have been happening about the IAP2 Spectrum, IAP2 Canada is gathering input on behalf of the IAP2 Federation in a review of the Spectrum. We have heard that the...
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