

# *Facilitation Matters*



# Today's Agenda

- What is facilitation and why use a facilitator?
- Our starting point
- 4 case studies of in-person facilitation in Guelph, Ontario
- 4 strategies that will help you plan successful engagements
- 4 (+2) targeted and useful tools
- 4 practical pathways to worthwhile outcomes

# What is “facilitation”?

- “To make easier”
- A facilitator is an architect, navigator, pilot (see [What Do Facilitators Do?](#) Video)
- A structured series of conversations that guide participants to a shared result that they have created, understood and accepted.
- Having an agenda is not enough.

# When/Why to use an external facilitator?

- A neutral third party
- Specialized skill
- Availability/capacity
- Frees up staff to do other things

# Our Starting Point

1. If people are bothering to show up, let's make it worth their time.
2. Intentional facilitation is key: in advance and in the room.
3. Pay attention to both content and experiential objectives.
4. Well-facilitated meetings can increase participants' trust, input and interest.

# Examples based on 4 cases

1. Traffic Calming Study
2. Community Hub Development
3. Animal Control Bylaw Review
4. Community Investment Strategy

# Case Study 1: Traffic Calming Study

## Issue / Opportunity

When City staff engaged residents living along a street about installing new bicycle lanes, they learned there were many concerns about the amount and speed of traffic through this residential neighbourhood. City Council directed staff to identify traffic calming measures that would enhance safety and accessibility for all road users.

## Engagement Goals

- Confirm previously identified safety issues
- Inform community stakeholders of traffic calming options available
- Identify stakeholders' preferred options
- Gather feedback on 3 concept designs
- Grow support for implementing traffic calming options

## Format

- 2 Workshops

# Case Study 2: Community Hub Development

## Issue / Opportunity

City Council directed staff to explore the feasibility of developing a neighbourhood hub in an existing City park. Staff wanted to meet with residents living in the homes adjacent to the park before the community hub committee engaged more broadly with local residents at their visioning event.

## Engagement Goals

- Inform residents adjacent to park of possible hub development in the park
- Understand their desires, concerns and possible ways to address these
- Build positive relationships, ease fears, diffuse high emotions and potential conflict

## Format

- 2 Open Houses

# Case Study 3: Animal Control Bylaw Review

## Issue / Opportunity

Bylaws related to animal control and responsible pet ownership needed to be reviewed as part of the 5-year cyclical review process, with recommendations to be made to City Council for an updated bylaw.

## Engagement Goals

- Inform pet owners, pet business owners and other community members about the review process and the issues
- Identify key issues, concerns, needs and wants related to a variety of topics such as exotic animals, feral cats, coyotes, off-leash areas etc.
- Build stakeholder trust and ease fears

## Format

- A multi-stakeholder community working group met for almost two years.
- 4 identical in-person public meetings, supplemented by online surveys and discussion, to review draft bylaw.

# Case Study 4: Community Investment Strategy

## Issue / Opportunity

The City supported non-profit sector partners in a variety of ways. There was a need for a more cohesive framework that would increase transparency and equity in the ways that the municipality supported local agencies and actors.

## Engagement Goal

- Input from a variety of non-profit partners about how best to structure the City's community investment processes, ranging from grants to permits to contracts to rentals.

## Format

- Interactive town hall-style meetings, in a large space, involving multiple activity stations.

# 1. Think like an event planner

**Message:** Answer at least 5 Ws

**Example:** Wrong signage, dusty chairs and insufficient cups

**Tools:** Space Planning Checklist  
Event Planning Checklist



## Attention to detail increases trust

# Space Planning Checklist

## Room availability

	Available for date and time of meeting
	Early access to room (i.e. to set up, put out material, test equipment)
	Extended access to room (i.e. If running late, is the room booked for anything else?)
	When do we have to be out of the room?
	Other meetings or activities (i.e. construction) going on at same time or nearby
	Large space for participants and the activities planned (should have generous proportions rather than just big enough)
	Does the “vibe” of the room match the desired tone or content of the meeting?

## Location and meeting room amenities

	Washrooms close to meeting room
	Natural light
	Window shades to block the sun’s glare
	Lights with dimmers
	Temperature control
	Room acoustics
	Coat racks and hangers

# Engagement Event Set-Up Checklist

Event Overview		
<b>Event type</b> (Open House, Focus Groups, World Café, Open Space Technology, etc.)		Consider: - Is this format appropriate to get the information you need from the identified stakeholders?
<b>Date(s) &amp; time(s)</b>		Consider: - Are there other City events on that date? - Is there time to prepare materials and send invites?
<b>Location(s)</b> (Should be fully accessible and on bus route)		Consider: - Are break-out rooms needed? - Is this a fully accessible venue for someone using a wheelchair or scooter? - Can they provide tables and chairs? Flip charts? Audio/visual equipment? Screen? - Can they provide refreshments or is there a space to prepare and serve refreshments if desired? - What is the format of the event? Is there enough room for the activities? (e.g. small group vs. whole group activities) - Are wall space and surfaces suitable for posting meeting documents?
<b>Expected number of attendees</b>		Consider: - The venue and format of the meetings should be appropriate for the number of participants.

## 2. Honour the information exchange

**Message:** If people are coming expecting to receive information, give it to them.

**Example:** Open House or Presentation?

**Tools:** What They See is What You Get  
Planning for Multiple Scenarios

**Accurate anticipation increases satisfaction**

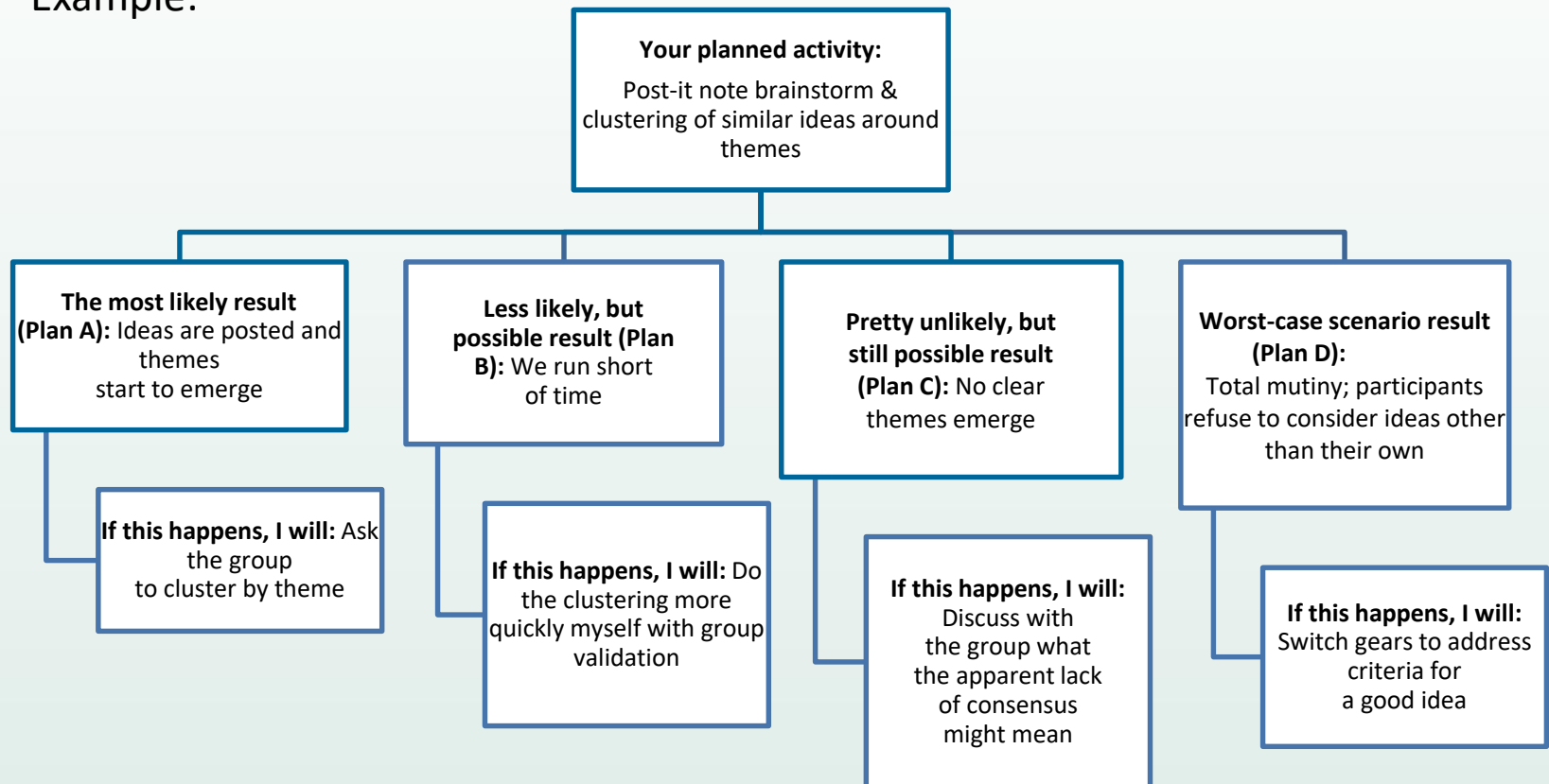
# What they see is what you get

Example:

We plan to:	We say:	Residents think:
Make a formal presentation about plans that are well underway, leaving some time for Q&A at the end.	<b>PUBLIC INFORMATION NIGHT</b>  Join us to learn more about a new community hub coming to your neighbourhood.  City Hall, 123 Municipal St. Presentation starts at 7 p.m.	"I want to hear that presentation."  "I can't get there at 7 p.m. – is it worth showing up at all?"  "I wonder if I'll have a chance to give my input?"
Post plans on the walls and have subject matter experts on hand to answer questions if asked.	<b>COMMUNITY HUB OPEN HOUSE</b>  Share your ideas about the new community hub being considered for your neighbourhood.  <b>WHEN</b> June 8th Drop in between 7–8:30 pm  <b>WHERE</b> City Hall, 123 Municipal St.	"I have some ideas about that."  "I'm glad they're consulting local residents."  "I don't know if I have much to contribute, but I want to hear what my neighbours think."

# Planning for Multiple Scenarios

Example:



*Your turn:*

Share a brief example of a meeting planning element you wish, in hindsight, you'd thought of in advance.

Participants: Please "raise your hand" to speak,  
or type a response in the question box.

### 3. Ask questions people can answer

**Message:** Respondents should be equipped to answer the questions posed and should be crystal clear about what those questions mean.

**Examples:** Info workbook;  
Preamble to survey questions

**Tool:** Traffic calming workbook

**Clear and appropriate questions increase the reliability of the data**

# Traffic Calming Booklet



## **Neighborhood Traffic Circle**

Definition:

Relative Cost: \$\$\$

Advantages:

Disadvantages:

Criteria for Use:

Effectiveness:

**Please indicate if you support or do not support licensing for each the following animals, in addition to dog licensing:**

Animal	I support licensing this animal	I do not support licensing this animal
Cats		
All reptiles		
Flock animals		
Ferrets		
Pot-bellied pigs		
Animals for breeding purposes		

## 4. Design to engage

### Message:

Design the process to include a variety of ways to engage. And make it fun!

### Example:

Mythbusters Quiz; CIS Workshop



# Mythbusters Quiz

**1. What were the weather conditions like on June 18, 2014 - the day of the Downey Road “walkabout”?**

- a) Sunny and clear
- b) Blizzard
- c) Tornado Warning
- d) Hailstorm

# Mythbusters Quiz

## 2. Which of the following issues did area residents not identify as a concern?

- a) The speed and volume of traffic on Downey Road
- b) Heavy trucks using Downey Road as a throughway
- c) The safety of pedestrians and cyclists travelling in the area
- d) Neighbourhood children playing road hockey

# Mythbusters Quiz

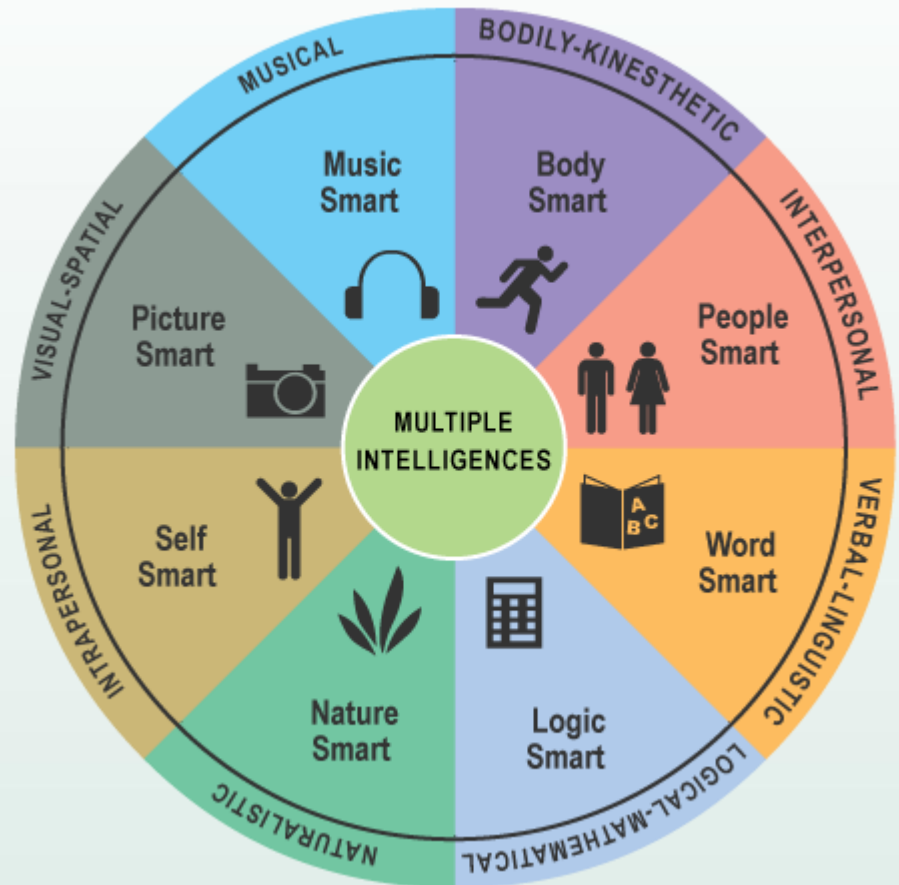
**3. The posted speed limit in the City of Guelph is 50 km/hour. What is the approximate average speed driven by cars on Downey Road?**

- a) 65 km/h
- b) 75 km/h
- c) 50 km/h
- d) 95 km/h

## 4. Design to engage

Tool:  
Design for Various  
Kinds of Smart

**Variety increases  
inclusion**



Based on Howard Gardner's Multiple Intelligence Theory

# Various Kinds of Smart

Intelligence	Description	In practice, you could...
Bodily/kinaesthetic	Feeling and expressing things physically, doing hands-on work	<ul style="list-style-type: none"> <li>Visualize ideas by putting them on a wall (post-its, drawings) and invite participants to move pieces around</li> <li>Visualize different perspectives on a single process by having small groups draw it out and present to the larger group (could illustrate the status quo or solutions)</li> </ul>
Interpersonal (between people)	Understanding the feelings, needs and purposes of others	<ul style="list-style-type: none"> <li>Small group discussions</li> <li>Ask participants to talk about how they see the issue affecting others around them (colleagues, clients, the community, etc.)</li> </ul>
Intrapersonal (with self)	Understanding your own interior thoughts and feelings in a very clear way	<ul style="list-style-type: none"> <li>Start the meeting with a short, guided meditation</li> <li>Give time for people to reflect on their own responses before being expected to share them with the group</li> </ul>
Logical/mathematical	Reasoning, logical thinking, handling mathematical problems	<ul style="list-style-type: none"> <li>Presentation of facts, data or research findings, followed by discussion of interpretation and possible applications/actions</li> <li>Quantify available information: % of employees who are happy with X, # of clients who are reporting Y, % of time spent on tasks A, B, C</li> <li>Use a well-structured agenda with each item numbered</li> </ul>
Musical/rhythmic	Creating and feeling a rhythm to express a mood; detecting and analyzing musical themes	<ul style="list-style-type: none"> <li>Lay music while participants arrive and during breaks</li> <li>Use music to signal the start and stop points of individual or small group work</li> </ul>
Naturalist	Understanding nature; seeing patterns in the way nature works; classifying things	<ul style="list-style-type: none"> <li>Have plants in the room (bring your own if you have to)</li> <li>Choose a room with a view of greenery or a natural setting</li> <li>Hold part of the meeting outside</li> </ul>
Verbal/linguistic	Using language to present your ideas, to express your feelings or to persuade others	<ul style="list-style-type: none"> <li>Writing exercises – invite participants to record their thoughts on paper before a discussion or throughout a session</li> <li>Presentations to a small or large group</li> </ul>
Visual/spatial	Creating and interpreting visual images, thinking in three dimensions	<ul style="list-style-type: none"> <li>Visualise ideas by putting them up on a wall (post-its, drawings) and invite participants to move pieces around.</li> <li>Visualise different perspectives on a single process by having small groups draw it out and present to the larger group (could illustrate the status quo or solutions)</li> </ul>

# Recap: Practical Pathways to Outcomes

- Attention to detail increases trust
- Accurate anticipation increases satisfaction
- Clear and appropriate questions increase the reliability of the data
- Variety increases inclusion

# Tools and Resources

- Case Study Summary
- Space Planning Checklist
- Event Planning Checklist
- What they see is what you get
- Planning for Multiple Scenarios
- Traffic calming workbook
- Various Kinds of Smart



Tools and slide deck available on IAP2 sites and at <http://sage-solutions.org/training/free-resource-library/>

*Make it practical:*

What tip or tool are you most likely to use in your practice/role within the next couple of months?

Participants: Raise your hand or type your response in the question box.