

# Wind Energy Development

# **Best Practices**

## **for Community Engagement and Public Consultation**

This best practice guide outlines a wide range of practices and procedures to help facilitate the responsible and sustainable development of wind energy in Canada.





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# 1. PREFACE

## ABOUT CANWEA

CanWEA is the voice of Canada's wind energy industry, actively promoting the responsible and sustainable growth of wind energy on behalf of its members. A national non-profit association, CanWEA serves as Canada's leading source of credible information on wind energy and its social, economic and environmental benefits. To join other global leaders in the wind energy industry, CanWEA believes Canada can and must reach its target of producing 20 per cent or more of the country's electricity from wind by 2025. The document *Wind Vision 2025 – Powering Canada's Future* is available at [www.canwea.ca](http://www.canwea.ca)

## CanWEA MISSION AND MANDATE

### Vision Statement

CanWEA is the voice of the wind energy industry, actively promoting the responsible and sustainable growth of wind power throughout Canada. We serve as Canada's leading source of credible information about wind energy and its social, economic and environmental benefits and effects.

### Mission Statement

CanWEA is a national, not-for-profit association that works on behalf of our members to facilitate and promote the responsible and sustainable growth of wind energy in Canada. Wind energy is an important part of Canada's energy future, creating new investment and jobs in Canadian communities while also contributing to a cleaner environment for future generations. Established in 1984, CanWEA undertakes policy development and advocacy with different levels of government, implements a broad range of communications and outreach activities and provides educational and networking opportunities for all stakeholders.

CanWEA is committed to the continual evaluation and updating of these Best Practices.

## USING THE GUIDE

This guide has been created for CanWEA members who have a direct role to play in planning and developing wind energy projects in Canada. While every member company is responsible for establishing its own unique policies,

practices and procedures, these guidelines outline a wide range of practices to help ensure your wind energy development is approved and is a welcomed addition to the community.

**This guide is not intended as a substitute for the specific and expert advice required in areas such as environmental assessment, aboriginal consultation, or regulatory compliance.**

CanWEA's commitment to public consultation and stakeholder engagement recognizes the right of citizens to have a meaningful role in developments that affect their community. Part of ensuring this right is to provide information to make public consultation more effective.

## WHAT'S IN THE GUIDE

In addition to general principals and practices, this guide provides step-by-step instructions to help you plan and manage your project's community engagement activities. Each section has been designed to provide you with the knowledge and tools to plan and implement a successful program.

Section 8 contains current provincial regulations for project developments accurate at the time of finalizing this document. All members should ensure they contact appropriate provincial authorities to obtain the most up-to-date regulations pertaining to consultation requirements for their development.

Section 9 contains templates, tools, and additional source materials for documents and communication materials for your use.

## HOW TO USE THE GUIDE

### If You Are New to Consultation

If you have not previously been involved in public consultations, we suggest you read this guide from beginning to end. Please make notes in the margins to highlight key concepts and your questions. As well, please read the section on provincial regulations for your specific area of development.

### If You Are Experienced in Consultation

If you have public consultation experience, this guide will help bring you up-to-date on consultation concepts and best practices. Successful community engagement requires an attitude of continual improvement.

## 2. UNDERSTANDING THE COMMUNITY

Every community in Canada has characteristics that make it unique. For you as a developer, it is important to ensure you recognize these unique characteristics and make best efforts to demonstrate your knowledge of, and respect for, the community in which you plan to develop a wind energy project.

While many rural communities will have roots in agriculture or resource development, the increasing trend for urban residents moving to rural areas for their retirement or to get away from the more busy city life is changing the dynamic of many communities.

For wind energy developments this may create circumstances where there are differences of opinion about the merits of a wind farm in the community. It is important that developers understand and accept the fact that self-determination is the responsibility and the right of everyone in the community and that in order to be welcomed into a community you must “earn your citizenship”.

Developers should not take for granted a community’s acceptance of wind energy development. Residents of every community:

- Have a **right** to ask questions
- Have a **right** to be skeptical
- Have a **right** to be concerned
- Have a **right** to oppose your plans

Involving the local community at an early stage is one of the most important tasks in the planning process to help ensure a clear understanding of your intentions and an open dialogue based on the facts.

A successful community engagement program should include a wide range of activities geared to creating and maintaining opportunities for two-way communication between the developer and members of the community.

This dialogue is an important opportunity for members of the community to collaborate with the project proponent and, where appropriate, have their ideas incorporated.

Far from being a one-way, promotional program, a well-designed community engagement program is a proactive exercise in seeking out and responding to community issues to ensure everyone has the information they need to make informed decisions about your project.

Every time you deal with people in the community – from answering your telephone to participating in a formal presentation – you are shaping the relationship you have with your community. Every interaction is a “moment of truth” for your reputation and ultimately the degree to which you are welcomed into the community.

## COMMUNITY ENGAGEMENT PROGRAM DEVELOPMENT

Effective community engagement and public consultation is a cornerstone for a successful wind energy development. Continuous, proactive community engagement is a vital investment for long-term success of your project.

The community engagement process means working closely with all community stakeholders to inform them about your plans, listen to and consider their input. The process demands that those implementing the engagement effort communicate with community leaders and other members of the community who have diverse backgrounds, values, priorities, and concerns. Although the goals of the proponent and the stakeholders can be very different, the overall goal is to develop the best possible project and ensure wind energy developments are welcomed in the community.

Targeted and managed community engagement allows you to:

- Communicate successes and milestones of your project and build a track record of positive communications
- Monitor the pulse of the community and its stakeholders to develop and maintain a clear understanding of how your company and your project are perceived by the community
- Anticipate potential issues and develop strategies to address them

A good community engagement program will:

- Identify key stakeholders and opinion leaders in the community
- Help you understand what people in the community think about your plans before they become high-profile opponents
- Include regular and multiple opportunities to inform and involve the community about what you are doing and seek the community’s feedback
- Invite and encourage people to contribute ideas for solving anticipated problems
- Build trust and cooperation as a result of people seeing first hand that you are serious about involving the community in your planning

## EDUCATING YOURSELF ABOUT THE COMMUNITY

The goal of your community engagement and consultation activities should be geared to creating a climate that allows for informed, fact-based discussion, understanding and cooperation so that solutions can be found for issues raised by the community. To be effective, you first need to gather information about the community so you can select the most appropriate outreach tools.

### Economic Conditions

What is the community's main source of wealth?

- Agriculture
- Tourism
- Manufacturing
- Resource development
- Industry
- Recreational

How might our project positively affect the community?

- Increased tax revenue
- Community gift / in addition to tax arrangements
- Landowner opportunities
- Employment opportunities
- Viewscape
- Land use
- Tourism

### Political Landscape

Who are the local politicians and where do they stand on wind energy development?

**Municipal** Mayor, Councillors, senior staff / economic development

**Provincial** MPP and their portfolio

**Federal** MP and their portfolio

### First Nation Community

Who are the First Nation leaders we need to consult with and how might our project impact their territory and treaties?

**First Nation Community**

- Chief
- Senior Council Members

### Demographic Trends

Age, gender, education, occupations of the residents

Is the community growing? Changing? How?

Is there a large retiree population?

### Community History

Does your company have a history in the area?  
Good or bad?

Have there been other developers active in the area prior to you showing up on the scene? Good or bad impressions?

### Community Official Plan

Does the community have an official plan that allows for the construction of wind turbines, especially in agriculturally zoned lands?

If not, would the municipality be willing to start this process during the consultation stage?

The outcome of this initial research should be a detailed community profile that can be referred to and updated as required to help you assess your engagement activities and make plans based on a solid understanding of your audience and possible issues that will affect your project.

### 3. ESTABLISHING AND EARNING COMMUNITY SUPPORT

During the development process there are typically many opportunities for people in the community to voice their opinions about the merits – or drawbacks – of your wind energy development. Town council meetings, media commentary, your public consultation meetings and casual discussions in the community can all have an impact on the outcome of your plans. Ensuring there are multiple voices speaking out in favour of your development can be an important element in building overall community understanding and support.

You only have one chance to make a good first impression and it will be important to meet with key members of the community to ensure they hear about your project from you – before reading about it in the local papers or hearing about it through the “grapevine”.

#### IMPORTANT CONTACTS DURING EARLY STAGES OF DEVELOPMENT

- Municipal politicians
- City officials
- MPs, MPPs
- Aboriginal community
- Residents
- Farmers
- Relevant municipal, provincial and federal staff
- Local media
- Businesses
- Community associations
- Environmentalists
- Wildlife activists
- Manufacturing associations
- Boards of education
- Medical Officers of Health
- Chambers of commerce

### IDENTIFYING AND MOBILIZING SUPPORTERS

As you make contacts throughout the community in your early stages of planning, it will be helpful to develop a database of names and contact information to ensure you can include as many people as possible in your communications. In some instances, contact lists are required for permitting purposes. There are software programs available to aid in tracking these communications.

Your list can also help you identify and maintain contact with people who you may wish to ask for public support for your project. At all times you should strive to maintain a respectful, fact-based dialogue in the community. People who can help your engagement activities could include:

- Municipal, provincial or federal politicians
- Medical officers of health or other medical professionals
- Environmental experts
- Landowners with wind turbines on their properties
- Academic experts from a local university or college
- Community leaders from the chamber of commerce or board of trade

#### WORKING WITH FORMAL AND INFORMAL LEADERSHIP

One of the most important first contacts you should make in your project community is with the mayor and local councillors as well as other provincial and federal elected and appointed officials. You should also ensure you include regional government officials in your early contacts. These people are likely to be questioned by constituents about your project and they will want to be well-informed and able to answer questions effectively.

It is crucial that these introductory meetings take place **before** any public communication about your project plans are released (i.e. notification ads in local newspapers etc.).

Plan to attend these meetings with a colleague who will take notes about discussion points and record action items for follow-up.

You should seek their advice about opinion leaders in the community whom you may wish to meet with to describe your project, answer their questions and gain their support. Once these contacts are made you should ensure they are included on your priority list for all communications about your project and that they receive prompt replies.



## ARRANGING MEETINGS WITH POLITICIANS

- Develop list of mayors, councillors, MPPs, MPs etc. and their contact information
- Prepare a brief meeting request outlining the reason for the meeting and suggesting you meet them in their office (constituency office for MPPs and MPs)
- Send out emails and follow up with telephone calls to secure meetings
- Prepare talking points for meetings and general background information about your organization and project plans
- Attend meetings and ask for their suggestions for other people in the community that you should also meet with
- Follow-up after meetings with a brief thank-you letter that includes any additional information requested or the status of any action items discussed at the meeting
- Add the names to your list for regular updates on your progress

## WORKING WITH MUNICIPAL LEADERSHIP

The best policy for working with municipal leaders is to take a “no surprises” approach to communications. As a resident and elected or appointed official in a community they will be faced with many questions from local residents about your activities and they will want to be fully prepared to address community issues at all times. They can be stopped while shopping in a local store or walking down the street and they will appreciate being aware of potential issues **before** they are raised by local residents.

Make early and regular contact and err on the side of providing more information than you think they will want. Ask them about their preferences for the amount of information they want and best means for keeping them informed.

Whenever you plan to make a public announcement about project milestones or issue a news release, inform all local politicians at least 24 hours before the information goes public.

As one municipal counsellor put it: “You have to earn your citizenship in our community”. That means you have to take **responsibility** for your actions and ensure you demonstrate your **commitment** to a long-term and productive presence in the community.

## Consider the Perspective of a Local Politician:

- You will have a significant presence in the community – what kind of corporate citizen will you be?
- Will you provide fair compensation for all community and business disturbance caused by your construction and maintenance activities?
- Will you be flexible in considering an amenities agreement and/or establishment of community fund in addition to tax arrangement? (i. e. some developers have assisted with the construction of community centres, public facilities, etc.)
- Will you be creating jobs and other economic benefits for the local economy?
- Will you include local representatives in your planning? How?

## Getting and Keeping the Lines of Communication Open

- Maintain open and frequent contact with local media. Let them know that you want to be part of any story about your development (good or bad it will be important to have your side of the story told whenever possible).
- Consider an on-site presence as a “storefront” in the area.
- Create a communications log to record every single inquiry and your response, ensuring you note the date and time. If someone writes you, respond in writing.
- Do not wait for people in the community to make contact with you. If you communicate first, it will be appreciated and provide the basis for good relations in the future.
- Write thank-you letters and make regular telephone calls in response to meetings and input from people in the community. These can be powerful signals in assuring people that you care about their thoughts and actions.
- Return telephone calls the same business day whenever possible.
- Be available at regular hours and days in the community and encourage people to contact you.

## CONSULTING WITH FIRST NATION AND MÉTIS COMMUNITIES

Consulting with First Nation and Métis communities at the project planning and development stage is an obligation – as well as good business practice.



Proper consultation can help you identify concerns and issues and provide you with an opportunity to address them before they become impediments to your progress. It can also minimize the risk of legal and regulatory obstacles and encourage community support for a proposed project.

Section 35 of the Canadian constitution recognizes Aboriginal and treaty rights and although the legal duty to consult rests with the Crown, energy development proponents often play an important role in the consultation process. The Crown may delegate the procedural aspects of consultation to proponents, including day-to-day consultation. The Crown will oversee this consultation and the outcomes to ensure project impacts and aboriginal or treaty rights are addressed, mitigated and/or accommodated.

Regardless of the size of your project, any activity that could potentially affect Aboriginal and treaty rights will require early, thorough and formal consultation and may involve federal and provincial authorities.

As the project proponent your obligations may include:

- Notification to local Aboriginal communities about the project
- Notification to local Aboriginal communities about the regulatory and approval processes that apply to the project
- Providing financial assistance to the Aboriginal community to participate in the consultation process
- Meeting with representatives of the affected Aboriginal community to discuss the project
- Gathering, assessing and responding to the community's questions and concerns about Aboriginal or treaty rights related to the project
- Working with representatives of the local Aboriginal community to address project impacts
- Reporting the results of the consultations to provincial and federal authorities

## CONSULTING WITH FIRST NATIONS AND MÉTIS COMMUNITIES (CONTINUED)

The following guidelines will help developers prepare a meaningful consultation process. In every case, you should contact your local provincial and federal government representatives to ensure you are discharging all of your obligations with respect to Aboriginal consultation:

- Start early. Make consultation with Aboriginal communities a top priority.

- Contact potentially affected Aboriginal community leadership at the earliest possible opportunity.
- Make initial contacts formally, in writing, and follow-up with personal contact.
- Ask the leadership to inform you about the kind of information they want and the best form to provide it to them.
- Communicate with the formal and informal leadership who may also represent the community.
  - While the Band Council are the elected officials, you should also communicate with Elders, Clan Mothers and Traditional Chiefs, who may all have significant influence in the community.
- Research community preferences for language (English or French may not be widely used or understood) and ensure you respect their traditions.
- Communicate through existing community communication mediums as much as possible, including Aboriginal-run newspapers, radio and television stations and on-line portals.
- Take a long-term view of the consultation process and build a partnership with the community. Effective consultation will be a catalyst to this relationship-building and ensure all parties benefit from the project over the long-term.
- Understand key areas of importance to Aboriginal communities and engage them before you start fieldwork to ensure your work plan reflects their point of view and priorities.

## DESIGNING YOUR PROGRAM

What will work best for you and your community depends upon the issues at hand, your resources, and most importantly the needs of the community. No matter what level of resources you have available for your community engagement program, your activities should be guided by a clearly articulated strategy.

### Elements of a Well-Rounded Strategy

- Situation overview
  - Include your community profile, identify specific challenges you expect to encounter, highlight opportunities or strengths that your project offers
- Business objectives
  - Include timelines and milestones that must be met and achieved
- Issues identification and analysis
  - A prioritized set of issues you anticipate will be important to the community

- Audiences
  - A detailed list of all communications target audiences
- Specific, measurable and achievable communication objectives
- Key messages
  - (See media relations section for key message development)
- Action plan (communication tactics)
- Schedule and budget
- Roles/responsibilities
- Evaluation/measurement program

## **Your Engagement Activities May Include:**

- Community reports/bulletins outlining questions received from local residents and answers or descriptions about how they were handled
- Project website
- A “hotline” or toll-free number
- Regularly scheduled open houses or information meetings
- A project newsletter that includes contributions from people in the community
- A public advisory committee comprised of community volunteers
- Workshops on specific topics or issues
- Field trips to other wind farms to offer a firsthand look for interested residents and community officials
- Media interviews, advertisements or columns in the local papers

## 4. PUBLIC CONSULTATION

*Consult* – /ken'sAlt/ verb. To seek information or advice from (person, book etc.): take counsel (with); take into consideration (feelings etc.)

—The Oxford Dictionary of Current English

There's a significant difference between informing the public and consulting the public about your plans for development. The way in which you conduct this important activity could mean the difference between an open and objective discussion about your proposed project and a heated debate about why the community should – or should not – welcome you at all.

In most provinces, public consultation is a regulatory requirement and your consultation activities must be documented and included in your application. You should carefully review provincial regulations to ensure you meet these important requirements.

Your community engagement activities should be guided by **three key elements** to ensure you meet the expectations of the local community and provincial regulations: **opportunity; information; and response.**

### OPPORTUNITY

From the earliest stages of your communications activities you should work to ensure every member of the community has a realistic opportunity to attend meetings or otherwise receive the information they want and need in order to be informed about your project. **Remember, it is the proponent's responsibility to inform the community and not the community's responsibility to learn about your project.** That means taking steps to provide sufficient advance notice about information events or project milestones to allow people in the community to adjust their schedules accordingly.

To facilitate this objective, you should consider the following:

- Provide multiple channels of access:
  - People should be able to phone you, email you, write you a letter or personally visit you to discuss your project and gather information

- Include all your contact information on every communication
- Consider an introductory ad in the local newspaper to announce your presence at an early stage of development and encourage people to contact you for information about your plans
- Create regular opportunities for dialogue (two-way communication)
- Respect people's daily, seasonal or cultural routines when scheduling information meetings
- Provide opportunities for feedback at every meeting and log all communication

### INFORMATION

All information prepared and distributed about your project must be accurate, current and accessible to all stakeholders. Simple, straightforward language should be used to provide everyone with information they can understand.

Multiple formats should be used, including:

- Direct mail
- Personal communication ("kitchen table" meetings)
- Media relations
- Advertising
- Existing on-line community networks
- Project website
- Posters for local food markets, municipal offices and community centers
- Attendance at local fairs, special events, etc.

Consistent messaging is important with all communications to ensure everyone in the community receives the same information no matter where they access it.

### RESPONSE

Every stakeholder deserves a response to their enquiries about your project and there are many ways in which you can facilitate an open dialogue about your plans. One of the most important elements of your community engagement activities will be the community's assessment of your **RESPONSIVENESS** to questions from the community – even if the answer is ultimately 'no'.

From the outset, you should establish reasonable standards for speed and the amount of detail for response to questions. Most questions about your project or wind energy in general should be answered within 24-48 hours of receiving the request for information.

Have a clearly identified lead contact for all project enquiries, including name, address, email and telephone.

Respectfully ensure the discussions you have with people are based on the facts. People often become concerned when they hear rumours about a project and want answers – make sure you establish yourself as a credible source of factual information.

It's okay to “agree to disagree” on the issues as long as it's clear what the facts are, what your plans are, and what the best course of action going forward will be.

## INFORMING THE PUBLIC

Everyone in the community where you plan to develop your wind energy project should have the right and the opportunity to get the information they need in order to feel well informed about your plans. Whether it's browsing through your web site, visiting your project office, or attending an information meeting, everyone should feel well-informed.

Ads in local newspapers, brief announcements on local radio stations and postings on community bulletin boards should be considered as early notification actions. Assign a team member to record notes and log all requests for information.

## CONSULTING THE PUBLIC

The most personalized method for consulting the community about your plans is by face-to-face meetings. Whether these are “kitchen table” discussions in a person's home or at a community gathering place, the most important aspect of these meetings is the way in which you present your information, gather feedback, opinions and questions – and provide responses to these questions.

Whenever you present, distribute or post information about your project you should include a structured way in which people can provide feedback or request additional information.

Section 9 includes examples of feedback forms and other forms of communication you may find helpful.

## GETTING STARTED IN THE COMMUNITY

When you are ready to communicate with the public, you will need to select a range of activities to facilitate a dialogue in the most efficient and effective way for both

you and the community. Selecting the appropriate activity requires an understanding of both the consultation needs and the features of the different consultation activities which are presented briefly here.

## Consultation Activities

The following describes in more detail some of the most common consultation tools and activities you may consider:

- Open houses
- Formal presentations
- Workshops
- Community advisory committees
- Toll-free telephone line
- One-on-one briefings
- Site visits
- Informal communication
- Project web site

**Additional detailed information on consultation processes and techniques can be found in Section 9.**

## OPEN HOUSES

An open house is a relatively informal event designed to allow people to drop in and obtain information at their convenience on a set date and between specified hours. In many provinces, open houses or other styles of formal presentations are regulatory requirements.

A well-organized open house allows people to come and go at times that suite their schedule and to either pick up printed materials and review general information, or ask in-depth questions.

Always ensure you host an open house in a convenient location within the community that is well-known to as many people as possible. This often provides an opportunity for you to support a local business, community centre, etc., by renting a facility.

An open house typically includes information displays arranged around an open-concept room with staff stationed at each presentation panel to answer questions and hand out printed materials.

As a common and flexible consultation activity, an open house is frequently used as either a lead-in for another activity or as a follow-up to previous activities (such as a more formal presentation or release of a discussion paper).

With no formal presentations or rigid agenda, an open house is a good way to provide detailed information in a setting that is sensitive to people's schedules. It allows

participants to examine presentation materials at their leisure, and ask questions that they might not ask at a more formal meeting.

It also allows you to gather information about your project area from local residents, hear their concerns and respond to questions in considerable detail or to make specific arrangements for follow-up.

By emphasizing one-on-one contact, an open house establishes a more personal and non-confrontational atmosphere for addressing issues and exchanging views. Although the emphasis of an open house is on providing information to your visitors, you can also gain considerable insight into people's opinions, concerns and preferences through these informal and direct discussions.

## Tips For a Successful Open House:

- Use a variety of forms of media to help stakeholders understand your project (including poster boards, videos, interactive computer programs, etc.)
- Have all visitors sign in when they arrive. This will provide you with the opportunity to build your list for local communications such as email updates etc.
- When possible, have participating landowners on hand who can share why they are supportive of wind energy
- Have the most senior company representative front and centre to greet guests as they arrive and provide them with a brief description of the set-up and agenda for the open house
- Arrange refreshments in the centre of the room to encourage people to interact (rather than setting up at the back of the room which may isolate people)

## FORMAL PRESENTATIONS

A formal presentation is a more structured event than an open house that provides your team with an opportunity to “present” your overall plan to a focused gathering of people in an auditorium style setting. Formal presentations are very common forms of communication and should be considered for the early stages of your community engagement activities. In many provinces, formal presentations or open houses are regulatory requirements.

A formal presentation is an efficient way to ensure you deliver a complete overview of your company's plans to a large assembly of local residents. When combined with invitations to local media you can also amplify the reach of your presentation for those who could not attend.

Selecting the presentation team is important. The quality of the presentation and the presenter's skill in fielding questions from the audience can have a lasting effect – either good or bad – on the community's perception of you and your team as credible sources of information.

Formal presentations should be open to all local residents with an interest in your project. In some instances, opponents to wind energy developments have been known to travel to other regions with plans to disrupt the meetings. If this is a concern, you might want to consider limiting attendance to members of the local community.

The formal presentation should also include an open question period to allow people to get immediate clarification of the information presented. The question period should be recorded or if this option is not available, someone on your team should be assigned to write down every question and/or comment offered by attendees to help you determine the level of understanding, support or opposition to your plans.

You should plan ahead for questions from the floor that could be dominated by individuals or groups opposed to wind energy developments. An organized group of opponents can cause difficulties for meeting hosts by disrupting the discussion, limiting time for other people and perhaps shifting the discussion from the major purpose of the meeting. An experienced facilitator should be considered to ensure meeting disruptions are addressed professionally and respectfully.

Finally, the meeting may allow for confrontation, either between a particular group and your team, or between groups within a community. You should plan ahead and be prepared to deal with confrontation at any gathering you sponsor. (See Section 7 – Addressing Opposition)

## WORKSHOPS

A workshop is a structured forum where individuals work together in groups on a common problem or task. Usually limited to a small number of invited participants, a workshop is best run by a “facilitator” whose function is to encourage constructive dialogue among the participants, structure their input and ideas toward the common workshop task, and summarize the results of the discussion at the end of the workshop.

As the goal of the workshop is problem-solving rather than just identifying specific public concerns, participants are usually selected for their knowledge and expertise. A cross-section of interests, backgrounds and perspectives should be considered to ensure you get a good representation of community interests.



A workshop is particularly useful for supporting or building upon other activities, such as formal presentations and open houses. It is a useful device for developing a better understanding of issues and problems, assessing potential solutions and building consensus.

A workshop frequently allows for creative, free-flowing exploration of new avenues and innovative approaches. While it is not necessarily a forum for making decisions, a workshop can provide insights for consensus that you can apply in future activities.

## Select the Right Participants

Selection of participants is important to hosting a successful workshop. While you will want a range of perspectives represented, you need to ensure all participants come to the session committed to the common objectives. Otherwise, the workshop may become a forum for confrontation among those with differing views, or it may be dominated by one or two individuals more interested in airing their own ideas than finding constructive solutions to issues.

## Set Clear, Achievable Objectives

Give careful thought to setting out clear and realistic objectives. If the purpose of the workshop is not clear, the participants may spend much of their time trying to define the challenge. Setting realistic, achievable objectives will allow for a more focused discussion and result in a successful conclusion.

## Use an Experienced Facilitator

Choosing a good facilitator is another critical element in planning your workshop. Your facilitator must show leadership as well as sensitivity to the participants and the issues. The facilitator will identify issues, concerns and needs, and communicate these findings to both the participants and you as workshop host. A facilitator will help participants articulate and clarify their positions and concerns. While facilitators must ensure they are knowledgeable about the workshop's challenge or task, you will have a responsibility to brief them and keep them informed about recent developments.

## COMMUNITY ADVISORY COMMITTEES

A community advisory committee is a group of representatives from a community appointed to provide you with comments and advice on the development and progress

of your project. A community advisory committee should regularly advise you on issues related to your project throughout its duration, thereby providing a voice for the community.

Community advisory committees are especially effective for developing consensus on issues that could have an impact on many different facets of the community. They can also be an effective way to disseminate detailed information and decisions throughout a community.

## Selecting Participants

It will be important to ensure the range of interests on your committee is broad enough to represent the community as a whole and not the views of a few with vested interests. Committee members must be willing to work together on a common challenge and avoid conflict within the committee. Possible candidates include local business leaders, members of leading service clubs, and residents with a range of views on wind energy development.

Once an advisory committee has been established, you should stay actively involved to ensure members remain focused on the objectives the committee was established to achieve.

## TOLL-FREE TELEPHONE LINE

A toll-free line can be a cost-effective way to stay in touch with a large number of people on a relatively complex or long-term project. When not staffed by a "live" person, you can leave a recorded message listing upcoming activities or provide other information about your project. Similarly, callers can leave messages, either giving their opinions or leaving their name and telephone numbers so that you can get back to them later.

The staff answering the telephones will need to have good communication skills, which may require some training and support. No matter how you are using a toll-free line, you must ensure that you respond to every call, either by telephone, email or letter.

## ONE-ON-ONE BRIEFINGS

From kitchen-table conversations to formal meetings with government officials, you should ensure that your meetings with community representatives are guided by your key messages and provide people with consistent, content-rich information about important aspects of your development plans.



Consider preparing an information package of 10-15 PowerPoint style slides printed and bound for easy reference and to leave with your contacts. This presentation can also be distributed electronically as a PDF file to anyone requesting general information about your project.

## SITE VISITS

First-hand experience is one of the most powerful communication tools. By arranging to transport members of your host community to an existing wind farm you can help dispel a number of myths about wind energy developments. Once members of your community have experienced a wind energy development first hand, these people can also be persuasive advocates back in your host community. They will be able to describe the sights and sounds they experienced and be able to recount impressions from landowners who are living with turbines on their properties.

## INFORMAL COMMUNICATION

As a representative of a wind energy developer, the reality is you should always consider communications with community representatives and local residents to be formal transmissions of official information about your project. No matter how casual the circumstances, your words will be shared with others and comments can circulate very quickly in the community.

Ensure your team members are equipped with the main messages about your project to share with people at all times, including frequently asked questions.

There should be a clear understanding amongst your team that no “off the record” comments should be offered and that only information that is accurate, factual, up-to-date and approved for public consumption will be shared.

There should also be an understanding amongst your entire team that they are expected to deport themselves professionally at all times while out and about in the community.

## PROJECT WEB SITE

Your web site will be one of the most important conduits for communicating with stakeholders about your project. With 24/7 availability to anyone and everyone you need to ensure it is welcoming in its design, easy to navigate for high-speed or dial-up users, and rich with accurate and up-to-date content. The following suggestions may help you create a site that is attractive, simple for anyone to navigate, and, most importantly, functional.

## Keep it Simple

A lot of technical “bells and whistles” on a website may get in the way of the true purpose of your site – which is to inform the community about your project and foster open communication with interested parties. Your visitors may also have varying levels of experience with the internet so make it easy for people to navigate, read and gather the information they need.

## Usability and White Space – Not Clutter

In addition to keeping it simple, take the “less is more approach” and make your site functional. Make your visitor’s experience a good one, and it will reflect well on your company. Your online content should be easy to read access and understand. Avoid cluttering your website with too much information. Use spacing and photos or graphics to display your content in a clean and simple layout.

## Make it Easy to Navigate

Have you ever been to a web site where you just couldn’t find your way around? Your visitors, especially those who find your site in a search engine, may not enter it through your homepage, so every page on your site should have a consistent and easily identifiable navigation system that includes easy-to-understand links that take the user back to the homepage and main categories of the website. Make it intuitive for visitors to navigate your site and quickly find the information they want.

## Be Consistent From Page to Page

No matter how organized and logical you think your website design is, your visitors probably won’t categorize information the same way you do. To cut down on the confusion from one page to another, try to be as consistent as you can with the formatting of the site’s pages.

- Align elements on the page with consistent margins and spacing.
- Use similar page organization, headings, graphics and links or a single navigation bar.
- Keep things in the same location from page to page.
- Use consistent colors.

These practices will help make your visitors more easily navigate your site and will encourage them to stay there longer.

## Understand Your Audience

Knowing and understanding your audience is important in making your website effective. Good website designers are careful not to include elements that their audience doesn't have the ability to view. For example, if your audience is mostly on a slower internet connection, videos could take a long time to download and may frustrate visitors. Although many web surfers in 2010 have a broadband connection, many smaller communities do not have such access.

Another consideration may be the kind of monitor your audience is using. Ensure your design is not too wide, so that visitors can view the entire page without scrolling side-to-side.

## Fonts and Text

Use fonts that are large enough to be easily read by a wide range of people. Use at least 12 or 14 pixel font size for the majority of your site text.

Most websites use a sans-serif font such as Arial or Verdana for the body text of the web page. You can add a second font for headings and titles, but never use more than two different fonts on your website.

## Use of Colour

Use contrasting colours and text weight to guide the reader and make important information stand out.

School buses use black text on a yellow background because it's easy to see and read. That doesn't mean that your website has to have a yellow background, but a strong contrast between a light background and dark text will make the text easy to read (e.g. black text on a white background).

Be cautious about using dark text on a dark or loud background. Colour is also a good way to organize and group elements on your website.

In summary:

- Keep your website simple
- Allow for space between text and graphics
- Format pages consistently

# 5. COMMUNICATING WITH THE MEDIA

## INTRODUCTION

Wind Energy is one of the fastest growing industries in Canada – and the fastest growing source of new electricity in the world – and CanWEA member companies have a great story to tell to the media.

By working with the media and helping them tell your story, you can enhance your reputation and credibility with your community. That means you have to do more than provide information to reporters and respond to their inquiries. You need to seek out opportunities to approach the media with news and information about your projects that helps you develop positive relations with community leaders and influential opinion leaders.

By being strategic in your media relations, you can further your company's reputation as a trusted and responsible environmental steward and become a welcomed new part of a community.

## WHAT IS NEWS?

News can be summarized into three broad categories – change, controversy and human interest. However, the final decision of what makes news will be determined by the individual media outlet's perception of what is newsworthy – and how you and your company fit into that potential story.

It's important to recognize that the media is a business. In fact, it is a highly competitive industry covering a broad spectrum of technologies, interests and backgrounds. Journalists are under mounting pressure to get the story, provide almost instant analysis and meet tight deadlines. Reporters have access to a vast supply of online information that they can use to gather and form an opinion on your company before even speaking to you.

The media can also play a key role in shaping public policy and is often used by governments and special interest groups to advance, test and modify public policy initiatives. If you know how to access the media and communicate effectively with them you can share in that influence.

No matter how much time and energy you devote to media relations, you will not be able to turn the media into a promotional arm for your company, and you need to be aware that their involvement can cut both ways.

There is limited space or time devoted to a news story, and your news might not make the cut – or might not be the kind of story you were hoping for.

This section is designed to help CanWEA members develop and promote their projects and deliver their key messages into everyday conversations and to conduct media relations activities to reach your stakeholders, communities and other influential opinion leaders.

## ELEMENTS OF A SUCCESSFUL MEDIA PLAN

A successful, proactive media relations program is a planned effort to earn media coverage (not paid advertising) in a newspaper, magazine, radio or television program.

### Set Clear Objectives

The overall goal of any proactive media relations plan should be first and foremost accurate reporting about your development and about wind energy in general. Additional and equally important objectives should be to enhance your corporate reputation and position your company as a positive addition to the community, and a responsible steward of the environment.

## STRATEGY

The strategy for a media relations plan can evolve depending on the issue and circumstances of your relationship with the media. The primary focus is to generate or “earn” news coverage that is accurate and positions your company in a positive light. To ensure accuracy, you should strive to be involved in every story written or broadcast about your project.

The following can help guide decisions about how to approach a media situation:

Good News	Bad News
Enhance corporate or brand reputation	Protect corporate brand
Create a positive management profile	Protect management reputation
Reach a broad audience	Confine reach and duration of coverage
Sustain media interest	Minimize media interest
Deliver key messages	Deliver key messages
Manage the story	Manage the story

## GET TO KNOW THE MEDIA IN YOUR AREA

Every developer should conduct an audit of who's who in the local media and create key media contact lists including appropriate print and electronic outlets, reporters and editors. This information should be reviewed along with the information collected through regular monitoring and research, and will help you in the development of an overall media relations strategy. This information can also be invaluable in crisis situations when you need to get information to the media as quickly as possible.

The following points will help you understand some of the ways you can work with the different media outlets in your area.

### Newspaper

- Be specific and concise when describing, or “pitching” a story idea to an editor or reporter. Highlight things that will provide good visuals. With a newspaper, even if a reporter doesn't attend an event you have arranged, you still have an opportunity to get coverage if the paper decides to send a photographer.
- Always provide the newspaper with written materials (e.g. news release) to ensure correct facts, names and dates for your story.
- **Most newspapers have a community events or public service announcement section which can be used to inform the public of your events and activities.**

### Television

- As with the newspaper, be specific and concise in your outreach. More often than not, you'll be interacting with the assignment editor. As the title indicates, this person is largely responsible for assigning news crews to daily stories. These people are very busy and rarely have time to talk in depth about a story idea.
- Note things that would provide good visuals. Let the station know specifically what they will be able to film. This can range from the opening of your local project office, installing weather monitoring equipment at the outset of your research in the area, to inviting media to attend your community open house. TV stations look for events that are visually appealing for their viewers.
- In your outreach, be specific about who will be available for interviews. It's important to make sure these people are comfortable being on camera and can clearly articulate key messages regarding the event. Make sure the stations know who the onsite contact will be, so they know who to ask for when they arrive at the event.

- If you're distributing a news release or media kit, make sure the information is concise and clearly written.

### Radio

- Plan to contact the radio station a day or two before your event. You'll want to focus on contacting news-talk radio stations. These stations run news segments several times a day. When you contact them ahead of an event you are planning, you can get pre-event media coverage. This can be in addition to having the station attend the event.
- Be ready to offer someone who can provide a phone interview. Radio interviews are quick and easy to do since they are usually done over the phone. Be sure that the person designated to do the interview is comfortable talking with reporters, and can clearly articulate your key messages.

## TRAIN YOUR SPOKESPEOPLE FOR ENCOUNTERS WITH THE MEDIA

A dedicated, trained spokesperson and an alternate is the heart of any successful media relations campaign. In some instances, the campaign may be better served with a technical spokesperson with an expertise in the area of the issue in question.

For example, you may wish to have an environmental expert speak on the environmental aspects of the development. Despite that person's technical expertise, the ability to control interviews and articulate the main points about your story could be lost or misconstrued due to their lack of experience and training.

The spokesperson(s) should always receive communications skills training before speaking with the media.

## PREPARING YOUR STORY FOR THE MEDIA

First and foremost, you need to be brief and to the point with the media at all times. Rather than building to a conclusion, it is far better to start with your conclusion (a “headline” statement), then back it up with evidence. This helps a reporter clearly understand your story.

## Building Your Quotes

**A short, simple statement that sums up your position is always easier to say and remember.**

- Supporting information, meaningful to the audience/ readers.
- Fact, figures, third party attribution.

**Reporters are listening for quotable quotes. They're writers & live in "the world of words" - give them what they need!**

- Stress the local-angle benefits to the community.
- Make sure facts and references are true, current & newsworthy.

**Use positive language with a future orientation.**

- Tell them WHO you are, WHAT you are doing, WHEN things are happening, WHERE you are going, WHY you are doing it and HOW it will be achieved.
- Repeat your key messages to drive your story home.

## MESSAGE TEMPLATE FOR MEDIA INTERVIEWS

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## PROACTIVE MEDIA ACTIVITY

There are a number of communications tools and activities that can be used in a proactive media relations plan. The following are a number of activities that can be considered.

### Background Briefing

Background briefings for journalists, usually conducted informally at the media outlet offices. These sessions are usually accompanied by information that provides context, chronology and explanation to support your project. Although they don't necessarily generate a news story right away, background briefings should be treated as an interview and any information shared with the reporter should be accurate and up-to-date.

### Editorial Board Briefings

Provides on-the-record in depth background to newspaper editors. The purpose of these meetings is to build understanding and trust and to strive for balanced coverage in future reporting.

### Letter to Editor

Provides an opportunity for the company to present its position in its own words in reaction to inaccurate information. This tactic should be used very carefully as it can serve as a soapbox for your critics.

### Media Briefing

Less formal than a news conference with spokesperson available for interviews for an issue or at an event (e.g. media tour, announcement, etc.)

## Media Interviews

One-on-one or with another guest or two, live or taped and edited, on the telephone or via satellite.

## Media Tours

Media can be invited to your development or an operating wind farm to get a first-hand experience. This can be effective in dispelling misconceptions about what a wind farm really looks like and the sounds emitted from the turbines. Having landowners on-hand can be very effective in providing the media with a first-person perspective about living near wind turbines.

## Openings

Official openings give you an opportunity to not only gain media exposure but also bring key government and stakeholders to a facility – see appendices.

## Opinion Editorial

Often referred to as an Op-Ed, a short article written by a company spokesperson, or authority on the issues at hand.

## Stock Photos and Video B-roll

Have on hand photos and DVD of your operation and activities to provide to print and electronic media (e.g. footage of an operating wind farm, animals grazing near turbines, crops growing around turbines, etc).

## FOLLOWING UP

When issuing a media advisory or news release, you should never just send the release and wait for reporters to call. You need to follow up with the media to sell your story, and point out why it is important that they cover your news. Use your media list to target reporters who would be interested in the story opportunity (e.g. energy reporter).

Describe your story in vivid detail for the reporter and point out the relevance of your story to their readers, listeners or viewing audience.

## MONITORING THE MEDIA COVERAGE

It is important to track media coverage to monitor who is covering your story, and assess the nature of the coverage. Is the coverage positive, neutral or negative? Are your key messages getting in to the stories? Is the coverage accurate? Do you need to adjust your media strategy?

## SOME DO'S AND DON'TS FOR WORKING WITH REPORTERS

### Do's

- Research the media opportunity beforehand
  - Know what you're getting in to
- Prepare messages and answers before every interview
  - Know what story you want to tell
- Rehearse by saying them out loud
  - Make sure you can deliver your messages with confidence and clarity
- Treat each interview as special and give the reporter your undivided attention
- Respect a reporter's deadline
- Exercise your rights – you have the right to get prepared for an interview and do not have to answer questions on the spur of the moment
- Exchange business cards & an information kit to ensure the reporter has accurate, up-to-date information
- Be yourself, be honest and always be careful
- Always stay calm and watch your demeanour with reporters
- Stick to your messages, keep it simple
- Establish business relationships with reporters
- If the story is positive, mention the name of your company and the project

### Don'ts

- Don't use industry or technical jargon
- Don't feel obligated or pressured to provide an immediate answer to every question – you have the right to check the facts and get back to them
- Don't guess, speculate or comment on rumours
- Don't say "no comment" – it sounds as if you are hiding information
  - Instead, say "What I can tell you is..." and provide a previously approved statement
- Don't lose your temper – once back in the newsroom, the reporter ALWAYS gets the last word
- Don't speak off the record – share only information that is approved for release
- Don't let a reporter put words in your mouth – use your own language at all times
- Don't tell jokes, make sarcastic or rude remarks
- Don't speak on behalf of other organizations
- Don't express a personal point of view
- Don't mention the name of your company or the project if the story is negative



## 6. PRESENTATION SKILLS

This section is designed to help you:

- Adapt technical material about your project for public consumption
- Communicate clearly with the public about your proposed project
- Develop clear presentation content
- Deliver your presentation clearly and professionally
- Answer questions effectively
- Present as an individual, or as part of a team
- Manage meeting dynamics and diffuse emotional situations at presentations and open house situations

Your first step is to set clear objectives for your presentation. Do you want to:

- Inform?
- Entertain?
- Persuade?
- Thank?
- Celebrate?

Action	What do I want them to do, or stop doing?
Benefit	Why should they do it? What's in it for them?
Achievable	Can I really achieve my objective with this communication?
Measurable	How will I know if I've succeeded?

## UNDERSTAND YOUR AUDIENCE

To help you determine the best approach to presenting information to your community audience ask yourself the following questions:

Needs	What needs (goals) should be addressed in my message?
Attitudes	How do I expect them to react to my message?
Knowledge	What do they know about wind energy in general and my project specifically?
Information needs	What do they need to know for them to take the action I want them to take?
Obstacles	What things could get in the way of achieving my objective?
Solutions	What actions can I take to overcome any obstacles?

## MAIN POINTS

Key Point	What must they believe?
Benefit	What's in it for them?
Supporting data	Why should they believe it?
Language/Style	Does my choice and style of language help make my message clear?

- Your audience will be able to remember only two or three of the main points.
- For a short talk, select three. For a longer presentation, no more than four.
- Support each Main Point with a fact, example, benefit or reference.
- Wrap up each Main Point with a Short Positive Summary:
  - E.g. "So our best course of action is to..."

## MAIN POINTS

What I would like them to remember:

- Fewer than 25 words for each main point
- No more than three main points
- Simple words
- Support with clear, simple examples

## DEVELOPING YOUR MAIN POINTS

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## LAUNCHING STATEMENT

Start your presentation off with a brief, provocative statement that captures the essence of your main points in a positive way. This should give your audience a reason to be interested in what you have to say and suggest a benefit to them to listen carefully to you.

### Wrong:

“I’m here to explain why our new wind energy development won’t cause economic hardships, ruin the environment of this community, or cause serious health problems for your residents.”

### Right:

“As we begin a new decade, I know some of you are wondering where you’ll be and what you’ll be doing in the months and years ahead. I’m here tonight to suggest that many of you and your children will be enjoying life right here, because our new wind farm will bring added prosperity to the community and maintain the pleasant environment you have all come to appreciate.”

## BRIDGES BETWEEN SUBJECT AREAS IN YOUR PRESENTATION

With a few words, you need to bridge the gaps between each of the elements in your presentation.

### Example:

Your two main points are “cost” and “environmental impact”.

Link them together with a bridge.

*“That’s the price tag for the project.”*

*“And there’s likely to be another cost associated with it that we want to keep it down as well; that’s the cost to the environment....”*

## CONCLUSION

“Thank you and good night” – can often sound like an involuntary sigh of relief. The moment you say the presentation is over, people tend to stop paying attention to you.

A good way to keep their attention and drive your points home at the conclusion of your remarks is to tie the end of your presentation to the beginning....

### Example:

“At the beginning of my presentation, I asked you to consider whether building this wind farm will benefit the community over the long term. You may have thought ‘no at first, but as you now can see, the answer is ‘yes it will.’

Your conclusion should also contain a call to action.

“So the next time you have questions about wind energy in this community, remember that you can contact me at any time to provide you with the facts.”

## DEALING WITH “STAGE FRIGHT” OR NERVOUS ENERGY

### Get Rid of Misconceptions

- You don’t have to be perfect – be yourself
- Most signs of tension don’t show
- The majority of listeners are supportive

## Be Prepared

- Rehearse thoroughly
- Don't rely too much on memory, fear of forgetting can cause tension

## Practice Relaxation Techniques

- Breathe deeply for three minutes before getting up – inhale and exhale slowly
- Imagine your “feel good” moment later in the presentation
- Speak slowly and deliberately
- Remove loose change, cell phones and other objects from pockets before speaking
- Be yourself, **don't imitate others**

## Mix With Your Audience Before Your Presentation

- Shake hands, introduce yourself, learn why people are here
- Get the names of key people (write them down and refer to them during your remarks)

# PRESENTATION DELIVERY TECHNIQUES

## Your Voice

### Volume

- Speak loud enough so the people furthest from you can hear
- Establish an even, conversational tone
- Use extra loud, “oomph” for emphasis on important points

### Rate

- Vary speed to hold audience interest
- Speed up at transitions, slow down to emphasize key points

### Pauses

- Use pauses for “verbal punctuation”
- Look at your audience during pauses
- Avoid verbal pauses – “er, ah”

### Inflection

- Vary intonation and pitch for variety, content change and emphasis

## Articulation

- Speak clearly, with confidence
- Take a small sip of water every 5 minutes to help you enunciate clearly
- Avoid contractions (you say “isn't”, they hear “is”)
- Select appropriate language standards (formal or informal)

## FACTS ARE COMMUNICATED WITH WORDS....

*Credibility* is communicated non-verbally

## Your Attire

- Select appropriate clothing that demonstrates your professionalism and respect for the audience
  - Wear business attire at all times, or at least “business casual”

## Your Body

- Sit calmly and confidently as you are being introduced
- Move confidently to the lectern and place your notes in front of you
- Stand comfortably – and stand straight and still
- Keep feet eight inches apart, lock your pelvis to keep from swaying
- Keep your hands resting lightly on either side of your text, ready to move the pages and make appropriate gestures

## Your Eyes

- Establish and maintain eye contact with the audience
  - Provides feedback on how you're being received
  - Select three or four responsive members of the audience and direct your eye contact to them

## Your Face

- Let your facial expressions match your words
  - Show your concern when talking about something serious
  - Reflect inquisitiveness when asking a rhetorical question
  - If you're talking about good news, smile

## Your Hands

- Set your hands free to help you get your points across
  - Match gestures with the words you are conveying
  - Synchronize gestures with the key word in a phrase

## Energy Level

- Adopt a positive attitude about what you have to say
  - Use your voice, eyes & gestures to project enthusiasm
  - Get yourself “up” for the occasion

## GENERATING QUESTIONS

### State Your Opinions

- Tell the group something about your feelings on an issue
  - “This is something I found interesting when we reviewed our research reports...”
- Keep doing it throughout your presentation

### Tell Them You Expect Questions

- Let the people know that you look forward to their questions and opinions at the end of the presentation
- Before your summary, let them know the Q&A session is coming up

### Summarize

- Summarize your key points to refresh their memory

### Lead by Example

- Start things off by suggesting that a question often asked by others is (pick a subject you feel most comfortable with) and ask for opinions
- Ask a rhetorical question to the whole group
- Pause and ask it again if there is no volunteer and direct it to an individual

### Don't Pressure Anyone

- Don't take it as disinterest in your presentation
- Thank the audience for their time
- Offer to deal with follow-up questions at their convenience

## PRESENTING AS A TEAM

- Designate roles for each team member in advance
- Appoint a lead presenter, who introduces each presenter at the beginning of the presentation
- When not speaking, watch the audience for positive feedback/negative reactions
- Be ready to support, clarify or reinforce important points
- Never contradict your teammates in front of the audience
- Always do a full dress rehearsal and time each segment to ensure the total presentation stays within time limits
- Talk about “WE” not “ME” to build the team's credibility

- Agree on topics each presenter will deal with during the Q&A session

## SET UP YOUR VENUE FOR SUCCESS

- Set-up style – consider the type of atmosphere you want to create:
  - Conference style is best when accommodating a large audience
  - Round tables (of 8 – 10 people each) can help generate discussion and presents a more welcoming atmosphere
  - Classroom style can be very formal but is conducive to a work-shop style presentation
  - A “U-shaped” table and chair set-up allows you to mix with your audience
- Stage, riser or no elevation
  - Consider visibility vs. access and ensure that the entire audience can see and hear you
- Podium – with a small light, water for you to sip throughout your presentation
- Sound – microphones:
  - If you are presenting to more than 25 people, consider using a microphone to ensure everyone can easily hear you
  - Wireless mics allow you to move about the stage or room and present a more relaxed atmosphere
  - Consider a microphone on a stand in the audience for questions
- Projector/screen – visibility, sight lines
  - Ensure your projection system and screen are situated to allow you to easily change slides and refer to the screen if pointing out material being presented
- Directional signs – make it easy to find you when they enter the building and make sure your event is clearly identified inside and outside the room
- Equipment failures – A/V, sound, light, power can all have their problems – check all systems before the event begins and have a back-up plan if things fail.

## SUPPORT MATERIAL

- Podium sign with company logo
- Your “introduction biography” (not your full resume)
- One page outline of your presentation
- Power Point back-up file
- Hard copies of your slides
- Text of your speech
- Information kit
- Give aways – models, demos, contact cards etc.
- Laptop, LCD projector, remote mouse, laser pointer

## 7. ADDRESSING OPPOSITION EFFECTIVELY & RESPECTFULLY

Wind energy is relatively new on the Canadian landscape, compared with many countries in Europe which have enjoyed the benefits of wind for more than 30 years. Change is often controversial and even the best planned wind energy projects will likely meet with some level of opposition. Community priorities are rarely unanimously embraced and what may seem very attractive to some (green energy initiatives, increased taxes, jobs, community benefits) may be unwelcome to others (concerns about construction disruptions, noise, property values, environmental and health concerns).

Developers must respect a community's right to closely examine and scrutinize your plans and to have questions and concerns about how your wind energy development will affect the fabric of the community. **Remember: Questions that go unanswered can quickly turn from natural human curiosity to negativity and opposition.**

### UNDERSTANDING POSITIONS

Clearly understanding specific concerns in the community is the first step in determining how to address these concerns and how to earn support for your project. Your early contacts with municipal officials may be helpful in determining how your development will be received in the community. Ask them specifically whether they anticipate opposition and who might be at the forefront of this opposition. These people should be the first contacts you make to start building a relationship and understanding positions.

### CLARIFYING THE FACTS

Education is the most powerful tool at your disposal for addressing opposition to your project. By demystifying fears about the unknown you can build support for your project based on the potential benefits it will bring.

Get your facts organized **before** you start communicating in the community about your project. By anticipating some of the most common misconceptions and developing fact-based answers to those issues you can quickly distribute information in a variety of formats.

The CanWEA web site has a wide range of resources available for members to address some of the most often asked questions about wind energy developments. Answers to these commonly asked questions should be available to the community through:

- Your web site
- Printed materials and fact sheets available at every formal presentation
- An information display at your local project office
- Background materials available through the local municipal offices and constituency offices of local MPs and MPP
- The local library
- Community bulletin boards
- Local fairs or special events

For the most up to date resources on wind energy, visit: [http://www.canwea.ca/wind-energy/talkingaboutwind\\_e.php](http://www.canwea.ca/wind-energy/talkingaboutwind_e.php)

### DEALING WITH PROTESTS

People have a legal right to demonstrate their opposition to your development provided they do so in a lawful manner. If you have rented a community centre or other venue for a formal presentation you also have the right to conduct your meeting free from disruptions.

If protesters are present outside your event and their displays or picket lines are not blocking the entrance to your meeting they are considered "legal". The way in which you deal with protesters can reflect positively on you and your company. Local media and the public will assess your handling of the situation. If your meeting is the focus of a protest or demonstration:

- The most senior ranking person at your meeting should politely come outside your meeting room to greet the protesters
- Remain calm, polite, respectful and open to discussion
- Offer to bring refreshments outside for the protesters
- Ask to receive their written materials or verbal expression of their concerns so you can record them and review the main points with them to ensure clear understanding of their views
- Encourage them to come inside to learn the facts about your project
- Offer the opportunity to meet face to face at a future date to follow up

# DEALING RESPECTFULLY WITH EMOTIONAL SITUATIONS

Organized opponents to wind energy developments can significantly disrupt your open house or presentation with loud and sometimes obnoxious behaviour and attempts to “hijack” the proceedings.

The following steps should be followed to diffuse situations where an aggressive questioner is interrupting your presentation and stalling the meeting. The most important thing to remember is that you must at all times show respect for a person’s right to be concerned, or to be upset if they have a legitimate complaint.

- **Stop** trying to communicate facts and/or opinions
  - **Listen** carefully to the person and allow them to continue
- **Eliminate barriers** and establish equality
  - Step out from behind the podium and close the gap between the two of you – the closer the better
- **Adopt a gentle tone of voice** and use open-ended questions – keep them talking
  - “Can you tell me where you heard about this?” or “When was the report you’re referring to written and do you know who the author is?”
- **Listen** for clues that reveal feelings
  - Are they frustrated because they haven’t had a response to questions or concerns they have about your development? Have they read something in the paper that worries them?
- **Reflect** what you see and hear
  - “Yes I can see you are upset and that you’d like some clarification.”
- **Demonstrate** empathy
  - “I think I’d feel the same if I wasn’t getting the answers I was looking for.”
- **Wait** for a sign that the emotion has been spent
  - Often after a few minutes you can see the person’s body language change (relax).
- **Test** for cognitive connection
  - “Can I suggest a solution for you?” or “Although I don’t have that information here with me tonight I can take down your contact details after the presentation and get you all the information you need.”
- **Be prepared** to go around the unwinding cycle again
  - If the person is still upset – go back to step 1 and start again.
- **Provide information** and examine options



## 8. PROVINCIAL REGULATIONS

### WIND PROJECT COMMUNITY CONSULTATION IN EACH PROVINCE

Provincial regulations represent the minimum consultation required within CanWEA's Best Practices. We encourage developers to meet and exceed provincial and local regulations whenever possible.

#### ALBERTA

Wind power facilities are subject to a number of regulatory processes, including requirements for public consultation by the Alberta Utilities Commission.

##### Contact

Alberta Utilities Commission  
Fifth Avenue Place  
4<sup>th</sup> Floor 425 - 1<sup>st</sup> Street SW  
Calgary, AB T2P 3L8  
(403) 592-8845  
<http://www.auc.ab.ca/about-the-auc/contact-us/Pages/default.aspx>

Alberta Energy  
North Petroleum Plaza  
9945 - 108 Street  
Edmonton, AB T5K 2G6  
(780) 427-8050  
<http://www.energy.alberta.ca/>

#### BRITISH COLUMBIA

Wind projects with a planned capacity of more than 50MW are subject to a review by the province's *Environment Assessment Act* which includes mandatory public consultations and formal comment periods at each stage of the review.

Projects with a planned capacity of less than 50MW are evaluated on a case-by-case basis with notice provided to the public but not necessarily public consultations.

##### Contact

Environmental Assessment Office  
1<sup>st</sup> Floor 836 Yates St  
PO Box 9426 Stn Prov Govt  
Victoria, BC V8W 9V1  
(250) 356-7479  
[eaoinfo@gov.bc.ca](mailto:eaoinfo@gov.bc.ca)  
<http://www.eao.gov.bc.ca/about%20eao.html>

#### MANITOBA

There is no formal regulation for wind developers to organize public consultations within the province if the project produces less than 100 MW (class II projects).

Proposed projects generating more than 100MW (class III project) must involve public consultation.

It is important to note, however, that every proposed wind project in Manitoba has included public consultations and they are highly recommended by the Ministry of Innovation, Energy and Mines.

Developers must also work in coordination with rural municipalities (RMs) to manage issues relating to land use control, rezoning etc.

##### Contact

Manitoba Conservation  
Environmental Assessment and Licensing Branch  
123 Main St Suite 160  
Winnipeg, MB R3C 1A5  
(204) 945-8321  
<http://www.gov.mb.ca/conservation/eal/index.html>

#### NEW BRUNSWICK

New Brunswick does not have regulations pertaining to public consultations for proposed wind projects.

As part of the *Environmental Impact Assessment* process, however, all proponents of wind projects over 3 MWs need to consult with local stakeholders.

These consultations are not municipality specific but rather on a case-by-case basis.

The province also has issued a developer's guide to renewable energy issued on June 9, 2009 - [http://www.gnb.ca/0085/New%20community%20site/pdf/Frenchpdf/Developers\\_Guide\\_E.pdf](http://www.gnb.ca/0085/New%20community%20site/pdf/Frenchpdf/Developers_Guide_E.pdf)

## Contact

New Brunswick Ministry of the Environment –  
Environmental Assessment Section  
Marysville Place  
P. O. Box 6000  
Fredericton, NB E3B 5H1  
(506) 444-5382  
env-info@gnb.ca  
<http://www.gnb.ca/0009/0377/0002/index-e.asp>

## NEWFOUNDLAND

The province has no specific regulations on public consultations for wind projects; however, they are subject to environment assessment.

As part of this process, public consultations may take place involving a formal comments process and input from municipal governments in the region.

## Contact

Department of Environment and Conservation –  
Environmental Assessment Division  
P.O. Box 8700  
St. John's, NL A1B 4J6  
1-800-563-6181  
[http://www.env.gov.nl.ca/env/env\\_assessment/index.html#guide](http://www.env.gov.nl.ca/env/env_assessment/index.html#guide)

## NOVA SCOTIA

Developers must work with municipalities on a case-by-case basis to determine where wind turbines should be located. The provincial government is beginning to work with municipalities to provide them with practical guidelines for community engagement.

## Contact

Nova Scotia Department of Energy  
Bank of Montreal Building, Suite 400  
5151 George Street  
P.O. Box 2664  
Halifax, N.S. B3J 3P7  
(902) 424-4575

Department of Service Nova Scotia & Municipal Relations  
Mail Room, 8 South, Maritime Centre  
1505 Barrington Street  
Halifax, N.S. B3J 3K5  
1-800-670-4357  
askus@gov.ns.ca  
<http://www.gov.ns.ca/energy/renewables/current-activity/wind.asp>

## ONTARIO

From the guide Provincial Approvals for Renewable Energy Projects:

### Consultation requirements

Most renewable energy projects must meet mandatory consultation requirements before the applicant applies for an approval. Both the applicant and the groups consulted benefit when the process is transparent. Consultation can help shape a project's design, identify any issues of concern and help build local support.

### Consulting with the public

Consultation is important to the success of an applicant's project and minimum requirements are mandatory for all projects requiring an REA, except small wind projects and on farm bio-energy facilities.

In addition to the minimum requirements set out in the REA regulation, applicants are encouraged to hold additional meetings with the local community throughout the project design and study period. These additional meetings are to ensure the community understands that the requirements set out under the regulations are being met, how potential impacts will be mitigated and to raise awareness about the benefits of the project. All projects for which an REA application has been submitted will be posted on the Environmental Registry for public comment by the Ministry of the Environment at the time of application and upon the issuance of a final decision.

## Contact

### For more information, contact the Ontario Renewable Energy Facilitation Office

1-877-440-REFO (7336)  
Within the GTA, call (416) 212-6582  
REFO@ontario.ca

## PRINCE EDWARD ISLAND

Wind projects are required to have a level II consultation as described in the *PEI Energy Environment and Forestry Ministry's Environmental Assessment Guidelines* (Revised January 2010).

### Contact

Department of Environment, Energy and Forestry –  
Environmental Impact Assessments Division  
11 Kent Street  
Charlottetown, PE C1A 7N8  
(902) 368-4000  
[http://www.gov.pe.ca/eef/index.php3?  
number=1001539&lang=E](http://www.gov.pe.ca/eef/index.php3?number=1001539&lang=E)

## QUEBEC

Proposed projects must meet the conditions required for sustainable development, which includes that they be socially acceptable for the affected population and that implementing them be synchronized with existing and proposed activities in the environment.

Government actions in land use development aimed at encouraging sustainable wind energy development rely on the indispensable contribution of the regional county municipality (RMC). This collaboration takes shape as a land use development framework based on knowledge of the territory's wind power potential, characteristics of the environment and population concerns (landscape, noise, public safety, wildlife, etc.). This land use development framework must also take into account the planning carried out on public lands and hinge on development choices that are justified by sound decisions and objective considerations.

The RMC is in the best position to make this contribution as land use development falls under its jurisdiction pursuant to the Act respecting land use planning and development. Moreover, achieving the above-mentioned goals requires the mobilization of economic, social and environmental players, their active participation and consultation with them about their respective concerns, to which the RMC excels at. In addition, the scope of wind power projects and their potential impact can go beyond municipal boundaries; only a global vision will facilitate a harmonious, coherent implementation of projects across the territory and allow for even-handed land use development choices.

The resulting land use development framework will reassure the population about the preservation of its environment and quality of life, as well as determine clear rules for proponents. To support it in its approach, the RMC benefits from tools that provide information and assistance in making decisions through supporting documents that address concrete aspects, such as landscape preservation and landscape integration of wind turbines, enabling the RMC to adequately fulfill its responsibilities both toward land use development and population awareness.

### Contact

For more information, please contact:

Ressources naturelles et Faune  
880, chemin Sainte-Foy, RC 120-C  
Québec, QC G1S 4X4  
1-866-248-6936  
<http://www.mrn.gouv.qc.ca/english/energy/wind/index.jsp>

## SASKATCHEWAN

Wind project proposals are principally regulated by the province's *Environmental Assessment Program*.

Public consultations are a part of this process and may involve an environmental impact assessment if there is "widespread concern" about the environmental impact of the wind project.

### Contact

Ministry of the Environment  
2<sup>nd</sup> Floor, 3211 Albert Street,  
Regina, SK, Canada, S4S 5W6  
1-800-567-4224  
[inquiry@serm.gov.sk.ca](mailto:inquiry@serm.gov.sk.ca)  
<http://www.environment.gov.sk.ca/>

# 9. TOOLS, CHECKLISTS, TEMPLATES AND RESOURCES

1. Media event checklist
2. Suggested template for facility openings/event
3. Suggested media advisory template
4. Example of a general notification
5. Sample open house comment sheet
6. Sample presentation comment sheet
7. Media screening report –  
A tool to provide your spokesperson with useful information in advance of a media interview
8. CanWEA resources –  
Print-ready fact sheets, studies, testimonials, videos, etc. can be found at [www.canwea.ca](http://www.canwea.ca)
9. IAP2's process and techniques

## 1. MEDIA EVENT CHECKLIST

The following is a checklist for holding a media event.

### Preliminaries

- ☐ Check with the company spokesperson to select the best time for the event (usually best in mid-late morning to give the media time to prepare their stories and meet their deadlines).
- ☐ Notify media of the event time and location at least two days in advance.
- ☐ Compile a list of news media who have indicated that they will attend.
- ☐ Compile background information on the company and/or operation that may be of interest to the media.

- ☐ Assign someone to handle the physical arrangements of the event. Consider the following:
  - Do we need video services to record the event?
  - Do we need a junction box for TV and radio mikes?
  - Do we have enough chairs, tables, a podium and microphone?
  - Do we have electrical power?
- ☐ Prepare an opening statement and review it with the spokesperson.
- ☐ Review anticipated questions and answers with the spokesperson.
- ☐ Check all sound equipment and tape recorders before the event and transmission equipment (conference call/webcast).
- ☐ Have a media sign-in sheet (see media sign in sheet template attached).
- ☐ Have copies of all information and handout material available, and on web-site including:
  - news release;
  - background information, such as fact sheets, backgrounders, biographical information, photos, etc;
  - printed copies of the opening statement.

### During the Event

- ☐ Make sure media sign the log sheet.
- ☐ Distribute information material as soon as the media arrives.
- ☐ Have an MC to welcome everyone and describe the event and agenda.
- ☐ Monitor the questions and answers closely. Make any necessary clarifications before the end of the event.

### After the News Conference

- ☐ Handle requests for follow-up information as soon as possible to help reporters meet their deadlines.
- ☐ Monitor the coverage received and contact any news media with errors in their reports, if appropriate.
- ☐ Provide feedback for spokesperson.

## 2. SUGGESTED TEMPLATE FOR FACILITY OPENINGS/ EVENT

The following is a suggested template for organizing a facility opening or event. This is not an exhaustive list but provides some fundamental elements.

### Invitations

- ☐ Develop invitation list
  - Local, provincial, federal government
  - Local First Nation leaders
  - Key Influencers: Chamber of Commerce, Environmental, etc.
  - Suppliers
  - Partners
- ☐ Develop invitation: hard copy or e-mail
- ☐ Distribution: should be at least two weeks in advance of event

### Event Logistics

- ☐ Agenda
  - Date: best date for media is Tuesday, Wednesday or Thursday
  - Timing: mid morning best for media and government
  - Tour of facility
  - Photo opportunity
- ☐ Venue
  - Inside or outside? (do you need a tent)
  - Podium, risers, chairs, garbage and recycling boxes, exhibits, etc.
  - Signage for backdrop
  - Parking and transportation
  - Safety equipment
  - Refreshments
  - Alternative venue in the event of inclement weather

### Communications Materials

- ☐ Key messages: what are the three to four key messages you need to address
- ☐ News release
- ☐ Backgrounder
- ☐ Fact Sheet
- ☐ Frequently Asked Questions

- ☐ Speaking Remarks
- ☐ Photos: to included in media kit
- ☐ B-Roll: for television crews unable to shoot at site or for additional footage

### Media Relations

- ☐ Develop media list
- ☐ Develop media advisory
- ☐ Distribution of media advisory
- ☐ Distribution of media materials to media
- ☐ Develop news release

### Government Relations and Key Influencers

- ☐ Develop post-event newsletter of event for distribution to both attendees and non-attendees

### Support

- ☐ Require external logistical support
- ☐ Require external media relations support
- ☐ Budget

## 3. SUGGESTED MEDIA ADVISORY TEMPLATE

### GRAND OPENING OF NEW COMMUNITY OFFICE FOR XYZ ENERGY

#### *Injecting \$X Million into Local Economy*

- WHO: Names of your senior executives and local dignitaries
- WHAT: Description of the event
- WHERE: Exact address and directions to the event
- WHEN: Date and time of the event and agenda if possible
- WHY: Explain in 40 words or less, the reason the community will be interested in your event. Make it newsworthy
- CONTACT: Name, phone and email





## 5. SAMPLE: OPEN HOUSE COMMENT SHEET

1. Did the open house help you understand more about the proposed project?  
☐ Yes    ☐ No
2. Were your questions answered to your satisfaction?  
☐ Yes    ☐ No
3. Were the display materials helpful?  
☐ Yes    ☐ No
4. Were the time and location of the open house convenient for you?  
☐ Yes    ☐ No
5. Do you have any comments or suggestions about the open house to help us next time?

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6. Do you have any comments about the proposed project (or topic under consultation)?

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7. Would you like to receive additional information on this proposal?

☐ Yes    ☐ No

8. Would you like to be on our mailing list to receive information about other activities and projects?

☐ Yes    ☐ No

If you checked yes to 7 or 8, please fill in:

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Postal Code: \_\_\_\_\_

Telephone: \_\_\_\_\_

## 6. SAMPLE: FORMAL PRESENTATION COMMENT SHEET

1. Do you think the presentation/event:
  - Helped you better understand the issues?  
☐ Yes    ☐ No
  - Was well organized?  
☐ Yes    ☐ No
  - Gave you an adequate opportunity to express your view?  
☐ Yes    ☐ No
  - Audio visual materials and handouts were helpful?  
☐ Yes    ☐ No
2. Do you think another presentation/event would be helpful?  
☐ Yes    ☐ No
3. Do you have any other comments or suggestions?
4. Would you like to receive additional information on the project?  
☐ Yes    ☐ No

Would you like to be on our mailing list to receive information about other activities and projects?

☐ Yes    ☐ No

If you checked yes to 4, please fill in:

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Postal Code: \_\_\_\_\_

Telephone: \_\_\_\_\_

*Thank you for completing this comment sheet.*

## 7. MEDIA SCREENING REPORT

Date/time of call:	
Name of reporter:	
Name of news station/program/ publication:	
Telephone number:	
Cellular number:	
Email:	
Deadline for the interview (time/date):	
Interview topic/angle/questions:	
Designated spokesperson:	
Time of interview:	
Duration of interview:	
Location of interview:	
For attribution (quotes):	
For background:	
Can we send background information?	
Who else will the reporter be talking to?	

## EXAMPLE OBJECTIVE MATRIX: MATERIALS COURTESY OF IAP2.

Objectives	Outcomes	Outputs
1. To obtain input into socio-economic and cultural information, activity and community profiles, activity and community trends.	<ul style="list-style-type: none"> <li>Informed [REDACTED] from the socio-economic and cultural perspectives.</li> </ul>	<ul style="list-style-type: none"> <li>Profiles supporting socio-economic and cultural assessment.</li> </ul>
2. To review and obtain input on proposed analyses and approach.	<ul style="list-style-type: none"> <li>Refined analyses and approach.</li> <li>Ownership of approach by stakeholder community.</li> <li>Stakeholders are better able to access the process.</li> <li>Analyses are as robust as possible.</li> </ul>	<ul style="list-style-type: none"> <li>Document refinements to the analyses and approach.</li> </ul>
3. To foster engagement in the [REDACTED] of experts from a range of interested parties by providing a formal opportunity for input into [REDACTED], which will serve as a foundation for planning work undertaken in the initiative.	<ul style="list-style-type: none"> <li>Regional experts and stakeholders are able to input into the [REDACTED]</li> <li>Experts and stakeholders are able to engage each other to exchange information, data and points of view.</li> <li>Experts and stakeholders have a more holistic appreciation of the socio-economic and cultural dynamic of the region and how this impacts the [REDACTED]</li> </ul>	<ul style="list-style-type: none"> <li>Report on workshop proceedings.</li> </ul>

# IAP2 Spectrum of Public Participation



Increasing Level of Public Impact

	<b>Inform</b>	<b>Consult</b>	<b>Involve</b>	<b>Collaborate</b>	<b>Empower</b>
<b>Public participation goal</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
<b>Promise to the public</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
<b>Example techniques</b>	<ul style="list-style-type: none"> <li>■ Fact sheets</li> <li>■ Web sites</li> <li>■ Open houses</li> </ul>	<ul style="list-style-type: none"> <li>■ Public comment</li> <li>■ Focus groups</li> <li>■ Surveys</li> <li>■ Public meetings</li> </ul>	<ul style="list-style-type: none"> <li>■ Workshops</li> <li>■ Deliberative polling</li> </ul>	<ul style="list-style-type: none"> <li>■ Citizen advisory committees</li> <li>■ Consensus-building</li> <li>■ Participatory decision-making</li> </ul>	<ul style="list-style-type: none"> <li>■ Citizen juries</li> <li>■ Ballots</li> <li>■ Delegated decision</li> </ul>

## IAP2's Five Steps for Public Participation Planning

Step	Action	Tasks
1. <b>Gain Internal Commitment</b>		<b>Activity 1:</b> Identify the decision maker(s) <b>Activity 2:</b> Profile sponsoring organization's approach to P2 <b>Activity 3:</b> Clarify the scope of the decision <b>Activity 4:</b> Identify preliminary stakeholders and issues <b>Activity 5:</b> Assess sponsor's view of the IAP2 Spectrum level
2. <b>Learn from the Public</b>		<b>Activity 1:</b> Understand how people perceive the decision <b>Activity 2:</b> Develop a comprehensive list of stakeholders <b>Activity 3:</b> Correlate stakeholders and issues <b>Activity 4:</b> Review/refine the scope of the decision
3. <b>Select the Level of Participation</b>		<b>Activity 1:</b> Assess internal and external expectations <b>Activity 2:</b> Select level on the IAP2 Spectrum <b>Activity 3:</b> Assess "readiness" of sponsoring organization
4. <b>Define the Decision Process and Participation Objectives</b>		<b>Activity 1:</b> Understand the existing decision process <b>Activity 2:</b> Set P2 objectives for each step in the process <b>Activity 3:</b> Compare decision process with P2 objectives <b>Activity 4:</b> Check to confirm objectives meet needs
5. <b>Design the Public Participation Plan</b>		<b>Activity 1:</b> Determine plan format <b>Activity 2:</b> Integrate baseline data into plan format <b>Activity 3:</b> Identify the public participation techniques <b>Activity 4:</b> Identify support elements for implementation <b>Activity 5:</b> Plan for evaluation

# ACKNOWLEDGEMENTS

The Canadian Wind Energy Association wishes to gratefully acknowledge the many municipal leaders who provided invaluable feedback to help inform the development of these Best Practices. Specifically, we wish to thank those who shared with us their experiences with wind energy development via workshops and events held through the Federation of Canadian Municipalities and the Association of Municipalities of Ontario.

Special thanks to the following for providing professional expertise and review of these Best Practices:

Richard Delaney of Delaney & Associates

Brian Strom of the Canadian Institute for Conflict Resolution

Guy Dufort of Innergex

Monica Alyea of Prince Edward County







710-1600 Carling Avenue  
Ottawa ON Canada K1Z 1G3

T > 613 234.8716  
F > 613 234.5642

1 800 922.6932  
[www.canwea.ca](http://www.canwea.ca)