

Research Initiative Report

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1 Introduction

Over the past two years, the Canadian Affiliate of International Association of Public Participation, IAP2 Canada (the “Association”) identified an increasing desire from its membership to integrate research into its strategic plan. The 2011 Member Engagement Process and the resulting 2012 Strategic Plan both highlighted research within Strategic Direction #3 – Advancing the Practice of Public Participation. The Research was described as:

- sharing information on trends, best practices and innovation;
- providing access to national and international public participation peer-reviewed journals, special publications and events; and
- sponsoring and conducting studies in partnership with organizations and academic institutions.

In 2013 the IAP2 Canada Board endorsed and created a member-based research subcommittee to:

- collect data from the IAP2 Canada membership and non-member public participation practitioners;
- conduct an environmental scan of organizations comparable to IAP2 and produce an inventory of said organizations; and
- provide recommendations to the IAP2 Canada Board of Directors for the association’s approach to research.

The subcommittee was made of up eight members from across Canada, including:

BC Chapter
Sherry Campbell
Arjun Singh
Vicki Swan

St. Lawrence Chapter
Lindsay Wiginton
Catherine Martineau-Delisle
Suzy Waldman

Great Lakes Chapter
Sherif Kinawy

Wild Rose Chapter
Maria deBruijn, IAP2 Canada Board Member

The subcommittee set a mandate to:

Provide a rationale for and identify a preliminary research framework, including resourcing and implementation plans for IAP2 Canada’s approach to research.

It undertook this work during 2013, with three considerations guiding its investigation:

- opportunities to align with other IAP2 Canada committees;
- existing IAP2 Federation and regional chapter plans and existing partnerships; and
- possible research initiatives including, but not limited to the Journal of Public Deliberation and potential partnerships.

2 Methodologies

2.1 Approaches

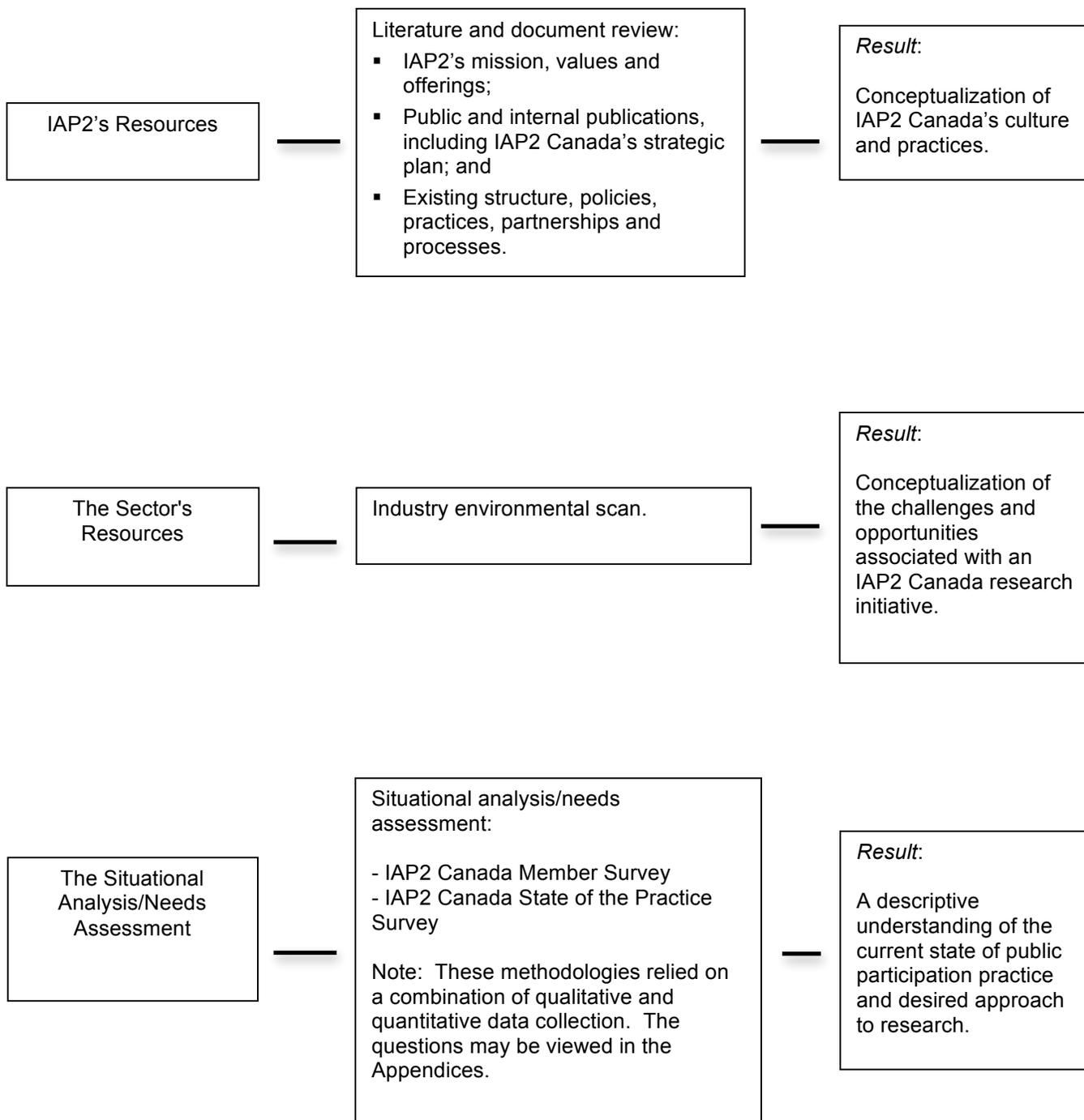
For this project the subcommittee aimed to uncover, understand and contextualize the current state of public participation practice and, through the lens of the IAP2 Canada membership and non-member practitioners, a desired approach to research for IAP2 Canada. This was approached using qualitative and quantitative questions administered through surveys to harvest member and non-member practitioner perceptions about the current and desired approach to research and by conducting an environmental scan focused on both member-based organizations and initiatives comparable to IAP2. The subcommittee is calling these three approaches IAP2's Resources, the Sector's Resources, and the Situational Analysis/Needs Assessment.

Methodologies applied to these three approaches:

Bounds	Methodologies
IAP2's Resources	A literature and document review that included: <ul style="list-style-type: none">▪ IAP2's mission, values and offerings;▪ Public and internal publications, including IAP2 Canada's strategic plan; and▪ Existing structure, policies, practices, partnerships and processes.
The Sector's Resources	An environmental scan that included online research of both Western (Alberta, British Columbia, Manitoba, and Saskatchewan) and Eastern Canada (Ontario and Quebec) members, like-initiatives, as well as international organizations. In addition, affiliates of IAP2 as communicated by the IAP2 Federation are included in the scan.
The Situational Analysis/Needs Assessment	Surveys: <ul style="list-style-type: none">▪ IAP2 Canada Member Survey (February 2013)▪ IAP2 Canada State of the Practice Survey (May-June 2013)

The following chart provides another view of the approaches and methodologies:

Methodology



To conduct a literature and document review of IAP2 Canada's resources, the subcommittee reviewed:

- IAP2 Canada Strategic Plan
- IAP2 Canada Strategic Plan – Status as of October 17, 2012
- What We Heard – The IAP2 Canada Engagement Process Final Report
- IAP2 Canada Outreach and Collaboration Committee Workplan – May 2013
- IAP2 Canada Draft Strategic Communications Plan 2013
- IAP2 Canada website
- IAP2 Federation website
- IAP2 Federation Research Network
- IAP2 Canada Bylaws
- IAP2 Canada Policies
- IAP2 Core Values Affiliate Information Package
- IAP2 Canada Approved Budget 2013

The focus of the literature and document review for IAP2 Canada was to identify, note and code information from the Association's publications and documents related to the topic of research. This was a qualitative process to make note of specific data, information and quotations that help provide a descriptive overview of the current state of the Association's culture and practices, particularly as applicable to research. While less frequently observed, the review of the Association's resources also provided some information about the desired approach to research.

2.2 Environmental Scan Data

The environmental scan focused on the Sector's resources, the subcommittee reviewed over 100 websites based on an inventory of organizations provided by the IAP2 Canada Collaboration and Outreach Committee, the Centre for Public Involvement (CPI) and independent research.

The IAP2 Canada Research Subcommittee also explored international organizations that may be considered potential partners in future IAP2 Canada research initiatives. This was a particularly interesting task as it revealed collaborative, outward-looking and creative research practices. However, a scan of potential partners on an international scale is a large task. With this in mind, the information presented in the Environmental Scan is the result of preliminary research drawn from past work at the IAP2 Federation level, as well as a scan completed by the Centre for Public Involvement (CPI) in Edmonton and generously shared with the subcommittee. The objective of the international portion of the scan was to provide enough information to enable a reflection on future directions for IAP2 Canada research at an international scale.

2.3 Survey Data

To conduct a situational analysis and needs assessment, the subcommittee developed, implemented and analyzed two online surveys – IAP2 Canada Member Survey and IAP2 Canada State of the Practice Survey. The surveys allowed for input from a boarder cross-section of practitioners and were an effective avenue to gather facts, experiences and perspectives. The Member Survey focused on the value and operational aspects of research and desired future of an IAP2 Canada research program. The State of the Practice survey sent to non-member practitioners focused on tools, techniques and best practices that are commonly employed in public participation. More importantly, the questionnaire attempted to provide a better understanding of the perceived value and effectiveness of public participation in the context of the process as well as its outcomes. Additionally, barriers and limitations were investigated to ultimately drive the generation of a list of research needs.

2.4 Analyzing the Data

The information collected as part of IAP2's resources and the Sector's resources were reviewed in the context of IAP2 Canada's Strategic Plan, What we Heard (2011), IAP2 Federation, IAP2 Canada Outreach and Collaboration Committee Workplan (May 2013) and, IAP2 Canada Approved Budget 2013. The subcommittee reviewed the information as it aligned with these documents that helped identify the symmetries and tensions present between IAP2 Canada's current state and the trends taking place in public participation practice.

The subcommittee then used the information that came forth in the literature and document review to help focus an environmental scan. It provided a way for the subcommittee to compare IAP2 Canada's current state to other systems in the context of the overall sector trends. The Environmental Scan was an exploratory approach to understand how other organizations are aligning their research program(s), and potential alliances or partnerships related to public participation research.

Finally, the subcommittee conducted a situational analysis/needs assessment using two surveys to conduct a deep exploration of the challenges and opportunities related to the integration of research. With respect to analyzing the data for trends and developing recommendations for a research program that will enhance IAP2 Canada, the subcommittee sought out alignment between practices in the sector and the Association's ideas and expectations of a desired research initiative.

3 Findings

The Findings section is broken into three nested categories. First the subcommittee sought to explore IAP2 Canada's Resources and explore the relationship between the Association's current state and the trends in the public participation sector. It quickly became evident that there is a significant need for public participation research specific to Canada, and a desire to use this knowledge to build capacity by investing in partnerships and networking, as well as advancing the practice through shared knowledge and collaboration with like-organizations.

Secondly, through the Environmental Scan the subcommittee learned that it will benefit IAP2 Canada to align a research program with organizations of similar sizes and focus. This will help the Association to balance resources and build capacity through partnerships.

Finally, the subcommittee conducted two surveys to get a meaningful picture of the state of the practice and possibilities for a future research program. The Findings section describes the results of these activities and leads up to the Recommendations section, which describes how IAP2 Canada can best balance its work to deliver an efficient and meaningful research program to its membership.

3.1 IAP2 Member Survey

The IAP2 Canada Board issued its survey online to all of its Canadian membership. IAP2 Canada members were invited to participate through the IAP2 Canada newsletter and social media channels. They were given a period of three weeks to respond. There were 118 responses received, which represents a response rate of 25 per cent.

Note: There were 467 active IAP2 Canada Members at the time of the survey.

Overall, respondents (82 per cent) indicated that they value research and find it relevant to their public participation work. This indicates a desire for IAP2 Canada to determine the best way to integrate public participation research into its work to meet membership needs.

Analysis of the member survey research results raised four primary opportunities for IAP2 Canada:

1. Build capacity/share knowledge;
2. Promote collaboration;
3. Invest in partnerships and networking; and
4. Advance the practice.

Build Capacity/Share Knowledge

Most respondents do not belong to or have access to an association with research-related organizations. This gap creates an opportunity for IAP2 Canada to be a conduit for its membership to gain access to public participation research. Given that the majority of respondents do not actively source research, accessibility is one area the Association can support member research needs. The primary recommended mechanism by the membership is an online database or resource library.

An overwhelming number of respondents (93 per cent) indicated an interest in research-based trends, best practices and innovations in public participation. This input is guidance on the type of resources the membership will find useful. There is a desire to stay away from dense academic research; the membership indicated a strong desire for condensed and easily palatable research findings tailored to practitioners.

Collaboration/Partnership/Networking

The survey brought forward rich information on potential partner or sponsor organizations. Some work is needed to assess the viability of these organizations and secure alignment with the Outreach and Collaboration committee's work. Moreover, consideration should be given to how potential research partners align with other IAP2 Canada services in order to maximize collaborative opportunities and explore potential partnership avenues.

Along the lines of networking, there is an opportunity available through the research initiative to satisfy another gap identified by the membership - developing connections with organizations and practitioners based on research. There is potential for aligning the dissemination of research with face-to-face IAP2 Canada and regional Chapter functions, which will fulfill one of the desires articulated in the survey - participation in research-based roundtables and workshops.

Advancing the Practice

Several potential research topics identified through the survey can be used as comparative data with the external 'State of the Practice' survey. In this survey, members identified research on evaluation of public participation as their primary need. Academic institutions were recognized as logical partners for a research initiative; however, concern over the use of purely academic resources was prevalent in the survey results. Respondents are seeking resources that translate theory into evidence-based concepts to further the practice. This requires some further exploration as to how best to bridge theory and practice to the value of the membership.

Risks/Challenges

As described in the survey results, the membership honed in on a number of potential risks and challenges surrounding research investments including:

- available resources;
- the ability to ensure rigor and ethical guidelines in data collection and analysis of studies supported by IAP2 Canada;
- an emphasis on academic priorities versus practitioner needs;
- prioritizing research topics;
- meeting audience expectations; and
- resource intensive dissemination methods.

Additional analysis and the survey questions can be found in the Appendices.

3.2 State of the Practice Survey

The State of the Practice Survey was initiated by the IAP2 Canada Great Lakes Chapter in 2012, and its finalization was integrated into the work of the IAP2 Canada Research Subcommittee. The survey was launched in May 2013. The survey was designed to investigate the practice of public participation in Canada with the objective of shedding light on the tools, techniques and best practices employed in P2 across Canada.

The survey was disseminated to IAP2 Members and non-member P2 practitioners with the following goals:

- Bridging P2 research and practice;
- Determining priority areas for the Research Subcommittee;
- Advising the IAP2 Canada Board on the needs of member and non-member practitioners; and
- Informing trainers on the needs of practitioners.

The survey was conducted between May 22 and June 28, 2013, and it included 17 questions offered in both English and French. The questions included a mix of multiple-choice and ranking questions that were grouped under four sections:

1. Respondent's Information;
2. Effectiveness of the P2 Process;
3. Tools and Techniques; and
4. Barriers and Limitations.

The survey results included over 80 responses that represented the views of practitioners in various roles in a multitude of industries within the public, private and not-for-profit sectors across Canada.

Analysis research results within the State of the Practice survey provided the following insights:

- Respondents generally agreed on the effectiveness of the P2 process and its contribution to the processes that encompass it;
- A demand for access to research journals, training workshops, and manuals and guidelines; and
- A need for knowledge transfer mechanisms to facilitate practitioner networking amongst cross-disciplinary organizations.

The survey also identified four primary research topics:

- Conflict management;
- Standards for effectiveness, evaluation and defining successful processes or outcomes;
- Social media, web-based and mobile technologies; and
- Engaging top level management and decision makers in effective P2.

These areas of focus occupy a fair portion of research space. For example, a number of research papers have discussed methods for P2 evaluation and the definition of “good process”, yet this feedback from the survey indicates a need for further emphasis on transferring research findings and frameworks into practice.

Additional analysis and the survey questions can be found in the Appendices.

3.3 Environmental Scan

The environmental scan focused on both member-based and like-initiatives comparable to IAP2 to produce an inventory of these organizations, including descriptions of their approaches to research, identify potential organizations for future research partnerships. The scope of the scan included online research of Western (Alberta, British Columbia, Manitoba, and Saskatchewan) and Eastern Canada (Ontario and Quebec) members, like-initiatives, as well as international organizations. In addition, affiliates of IAP2, as communicated by the IAP2 Federation, are included in the scan.

IAP2 Canada’s membership base is made up of a diverse and growing group of people who design, implement, use, and participate in public participation processes. The membership represents a broad spectrum of fields and specialties, and members often work with the public to develop policy, make decisions, or implement programs. Some member organizations provide a forum for related discussions and conduct research and publish reports on best practices and changing trends in the public participation field. These organizations were included in the environmental scan for their potential to continue partnering with IAP2 Canada on research initiatives.

In conducting the environmental scan, the subcommittee measured the websites and organizations against the following set of evaluation criteria:

Initial Questions to Ask	Value (Yes/No)
Is the organization active and fully functioning?	
Is the organization active in research?	

If the answers were 'yes' to the initial questions above, the assessment continued with the following evaluation matrix below:

Evaluation Criteria	Evaluation Questions	Partnership Evaluation Rating (HIGH/MEDIUM/LOW)
Scope and Type of Public Participation/ Engagement Research	<ul style="list-style-type: none"> ▪ Is the organization focused on the public engagement process? ▪ Is the research applicable to practice? ▪ Does the organization go beyond the collection of social policy and other data (level of analysis)? ▪ Does the organization conduct research or is it a passive collector (level of activity)? 	<p>HIGH - practice, collect data, and conduct directly related research; has partnership potential</p> <p>MEDIUM - practice, collect data and conduct RELATED research (such as front-end service but not directly research activities)</p> <p>LOW - practice, collect data and conduct research in other focus areas that are UNRELATED to public participation practices</p>
Capacity to Collaborate	<ul style="list-style-type: none"> ▪ Is the organization currently in a collaborative relationship with similar organizations or other relevant organizations (e.g. public institutions)? ▪ Has the organization been active in research in the past? 	<p>HIGH – Yes to either or both of the questions</p> <p>LOW – No to both questions</p>

The detailed results of the environmental scan of organizations conducting public participation research and further information on those identified for potential research partnerships are captured in this section. The results are again grouped under different geographic areas with three current partnerships listed separately at the end, with continuing rather than potential partnerships. The preliminary list of potential research partners been evaluated according to the criteria established earlier in this report.

The organizations are also differentiated by “Like Initiative” and “Member Organization” with the following definition:

IAP2-Like Initiative: Organizations (including businesses, non-profits, academic institutions, associations, community groups etc.) that have similar mandate and practices with IAP2 Canada and IAP2 organizations.

Member Organization: Organizations with employees, students or faculty that are IAP2 Canada members, either through group or individual membership, as of November 2013.

Organizations inactive in research were not assessed by the criteria identified, however many of these organizations are interesting sources of information and repositories of research even if they are not active in conducting it themselves.

Area	IAP2 – Like Initiative	Member Organization
Western Canada	<ul style="list-style-type: none"> ▪ Alberta Climate Change Dialogue (ABCD) ▪ Center for Public Involvement (CPI) ▪ Social Planning and Research Council of BC (SPARC BC) 	<ul style="list-style-type: none"> ▪ University of British Columbia (UBC), School of Community and Regional Planning (SCARP) ▪ University of Victoria (UVic), Institute for Studies and Innovation in Community-University Engagement
Eastern Canada	<ul style="list-style-type: none"> ▪ Living Lab de Montréal ▪ Tamarack - An Institute for Community Engagement 	<ul style="list-style-type: none"> ▪ Institut du Nouveau Monde ▪ McGill School of Urban Planning ▪ McMaster University ▪ Université de Montréal, Department of Political Science ▪ Université du Québec en Outaouais, Department of Social Sciences
Canada-wide	<ul style="list-style-type: none"> ▪ Canadian Business for Social Responsibility (CBSR) 	<ul style="list-style-type: none"> ▪ Canadian Community for Dialogue and Deliberation (C2D2)
International	<ul style="list-style-type: none"> ▪ Development Research Centre on Citizenship, Participation & Accountability (Citizenship DRC) – United Kingdom ▪ LogoLink: Learning Initiative on Citizen Participation and Local Governance - Brazil 	<ul style="list-style-type: none"> ▪ Stanford University, Centre for Deliberative Democracy

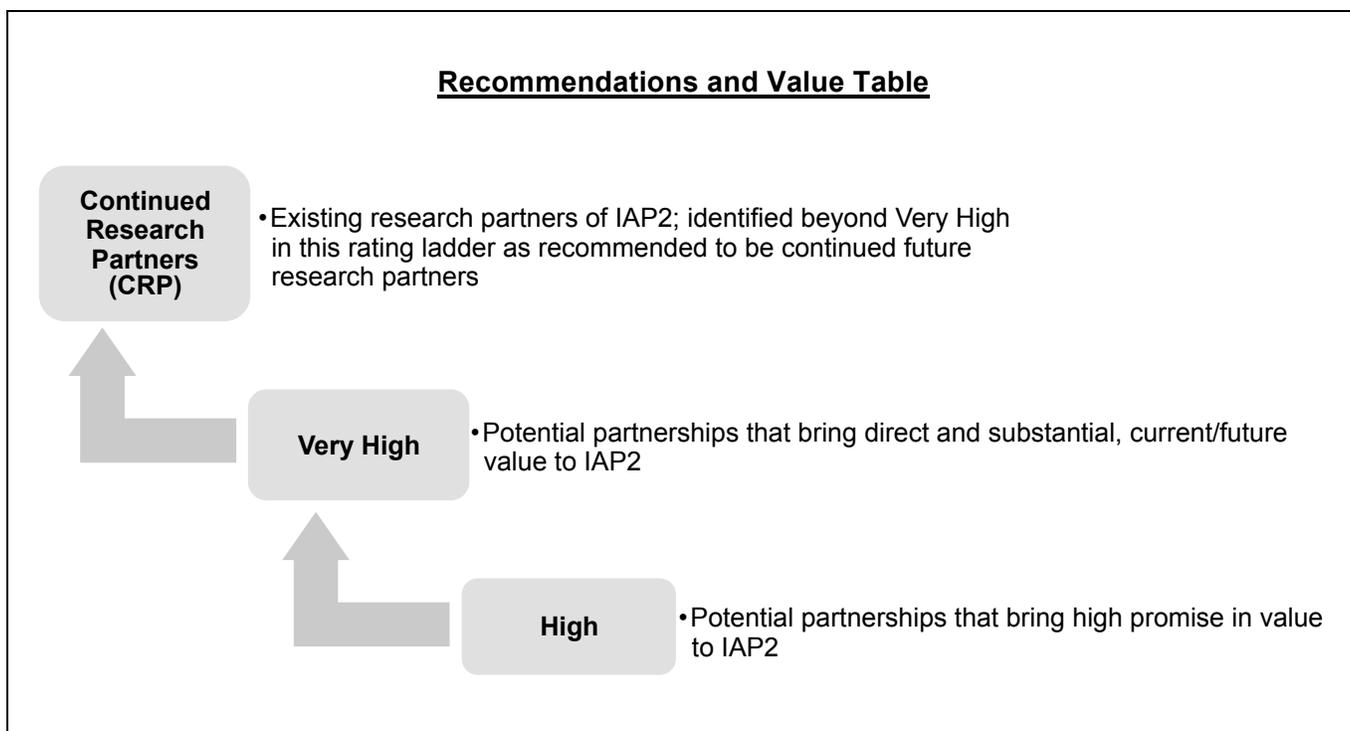
The following represents current IAP2 partners categorized as “like-initiative” organizations that should be considered for continued research partnership opportunities due to their alignment with the IAP2 Canada and the Federation:

- Charles F. Kettering Foundation;
- Deliberative Democracy Consortium (DDC); and
- National Coalition for Dialogue and Deliberation (NCDD).

There are many organizations active in the dialogue about public participation across the globe. IAP2 Canada needs to filter these organizations to determine who is conducting the most relevant research, and this filter will be an effective way to identify potential national and international research partners.

With a consistent research approach and clearly defined evaluation criteria there are a total of sixteen candidates in Canada and three international organizations to consider for potential partnership. This is in addition to the three existing partnerships that continue to offer value, benefits and opportunities to IAP2 as a whole.

This initial list of 16 candidates was further refined through a Recommendations and Value Table (below) to provide analysis of the highest value options assessed by the subcommittee.



The Environmental Scan offered the following list of potential research partnerships for IAP2 Canada:

Organization	Potential Partnership Type (public participation research in relation to...)	Value
Western Canada		
Social Planning and Research Council of BC (SPARC)	Social planning and social justice	Very High
University of British Columbia – School of Community and Regional Planning (SCARP)	Community and regional planning and sustainability	Very High
Alberta Climate Change Dialogue	Climate change and oil sand policy	High
Center for Public Involvement – partnership between City of Edmonton and University of Alberta	Citizen planning, community sustainability, and internet voting	Very High
University of Victoria – Institute for Studies and Innovation in Community-University Engagement	Community sustainability and public policy	High
Eastern Canada		
Institut du Nouveau Monde	Innovation and social entrepreneurship	Very High
Living Lab de Montreal	Social innovation and social media	High
McMaster University	Potential relationship with an individual (Professor Julia Abelson); Public participation evaluation process	High
McGill School of Urban Planning	Urban planning	High
Tamarack – An Institute for Community Engagement	Ending poverty	High
Université de Montréal, Department of Political Science	Potential relationship with an individual (Professor Lawrence Behrer); Professionalism of the public participation practice	Very High
Université du Québec en Outaouais, Department of Social Sciences	Potential relationship with an individual (Professor Mario Gauthier); Development issues	High
Canada-Wide		
Canadian Business for Social Responsibility (CBSR)	Corporate Social Responsibilities issues: climate, water, aboriginal	High
Canadian Community for Dialogue and Deliberation (C2D2)	Focused on creation and sustainability of vibrant communities, businesses, governments, not for profits and learning institutions through the good practice of dialogue, deliberation, collaborative action and decision-making processes.	High

Organization	Potential Partnership Type (public participation research in relation to...)	Value
International		
National Coalition for Dialogue and Deliberation (NCDD) USA	Exchanged communications and interest; Resource Center of handbooks, guide books, and social media tools on public deliberation and participation	CRP (beyond Very High)
Charles F. Kettering Foundation - USA	Existing partner; joint research on citizens, communities, and institutions	CRP
Deliberative Democracy Consortium (DDC) – USA/Canada	Existing partner; Journal for Public Deliberation, Handbook, model and online tools	CRP
Development Research Citizenship, Participation, and Accountability (Citizenship DRC) – United Kingdom	Citizenship, citizen’s rights, policy, and social change	High
LogoLink: Learning Initiative on Citizen Participation and Local Governance (Brazil)	Legal structure and social justice	High
Stanford University: Centre for Deliberative Democracy USA	Focus on democracy and online polling	High

4 Recommendations

When the subcommittee started exploring research opportunities for IAP2 Canada, it was immediately evident that practitioners are placing increasing value on public participation research, and they believe this research has the potential to build their capacity and, more generally, advance the practice.

The first evidence is that research is identified as a priority in the 2011 What We Heard IAP2 Canada Engagement Process Report.

The second evidence is the IAP2 Canada Board committed to investigate how research might be incorporated into IAP2 Canada’s objectives.

While reviewing and analyzing the data collected for this report it became evident there is a strong desire amongst practitioners to access mechanisms that facilitate knowledge transfer, promote cross-disciplinary collaboration, and foster evidence-based best practices and P2 innovation.

The data review also revealed several international organizations active in the dialogue about public participation; however, it appears those actually conducting research in areas of value to IAP2 Canada are limited. Those that do conduct this type of research are predominantly academic institutions whose published works are limited in accessibility and delivered in formats often difficult to apply in practical terms. Practitioners are seeking support to narrow the gap between theory and practice. They want to be able to transfer academic contributions into practical tools, such as case studies or white papers, in order to increase usability amongst public participation practitioners, in particular the IAP2 Canada membership.

While IAP2 Canada understands and validates the value of research, it is important to acknowledge the tensions that exist in adopting a research program or initiative. The IAP2 Federation and IAP2 Canada documents emphasize service and advocacy. The Association's mission speaks to having a quality impact on society and, more specifically, communities, and it is preoccupied with identifying problems and creating solutions to advance the practice using a results-focused, future oriented approach. The challenge in achieving these elements centre on the fact that IAP2 Canada relies primarily on volunteer support for development and implementation of its services and advocacy work. While it is natural for an organization to aim to enhance services, resources and skill accessibility are important considerations when exploring the Association's capacity to adopt a research initiative.

By comparing these findings to the IAP2 mission, values and offerings of IAP2 Canada it is clear that the Association should exercise a phased approach to adopting a research program. Key considerations in the formation of such a program include desired outcomes, practitioner values, interests and expectations, and assessment of IAP2 resources.

The table on the following page is a summary of these informants based on the data collected and analyzed by the IAP2 Canada Research Subcommittee.

Practitioner Values:

- Research is important and applicable to public participation practice.
- The public participation process can be an effective means of engaging people.

	IAP2 Membership	P2 Practitioners	Results
Desired Outcomes	<ul style="list-style-type: none"> ▪ Advance the practice. ▪ Build capacity by sharing knowledge. ▪ Promote collaboration, networking & partnerships. 	<ul style="list-style-type: none"> ▪ Provide knowledge sharing mechanisms. ▪ Promote cross-disciplinary collaboration. 	Advance the practice by: <ul style="list-style-type: none"> ▪ Sharing knowledge. ▪ Promoting collaboration through partnerships and cross-disciplinary networking.
Practitioner Interests	<ul style="list-style-type: none"> ▪ Trends, best practices and innovative P2 practices focused on P2 evaluation and online/new technology application. 	<ul style="list-style-type: none"> ▪ Best practices, case studies and innovative P2 practices focused on conflict management, evaluation and web-based P2 practices. 	<ul style="list-style-type: none"> ▪ P2 best practices and innovation focused on evaluation, conflict management and, online/new technology.
Practitioner Expectations	<ul style="list-style-type: none"> ▪ Develop an innovative and collaborative approach to research based on partnerships. ▪ Provide accessibility to P2 research and resources through other P2 organizations, academic journals and, online mediums. 	<ul style="list-style-type: none"> ▪ Develop a cross-disciplinary and collaborative approach to research. ▪ Provide a mechanism to share knowledge amongst P2 organizations ▪ Provide accessibility to P2 research and resources through other P2 organizations, academic journals and, online mediums. 	<ul style="list-style-type: none"> ▪ Develop an innovative, cross-disciplinary and collaborative approach to research. ▪ Provide accessibility to P2 research and resources through other P2 organizations, academic journals and online mediums.
Perceived Risks and Challenges	<ul style="list-style-type: none"> ▪ Available resources. ▪ The ability to ensure rigor and ethical guidelines in data collection and analysis of studies supported by IAP2 Canada. ▪ An emphasis on academic priorities versus practitioner needs. ▪ Prioritizing research topics. ▪ Meeting audience expectations. ▪ Resource intensive dissemination methods. 	<ul style="list-style-type: none"> ▪ Narrowing the gap between academic research and practice. ▪ Capacity to collect and disseminate knowledge effectively across disciplines. 	<ul style="list-style-type: none"> ▪ Narrowing the gap between academic research and practice. ▪ Available resources. ▪ Capacity to collect and disseminate research and resources.

Initiation of a research program should capitalize on existing internal and external resources. This includes establishing partnerships to offer IAP2 Canada members access to research publications, researchers and examples of practical applications of P2 theory through case studies and white papers. The sponsorship and implementation of research projects requires dedicated resources to foster relationships and agreements with organizations recommended as potential IAP2 Canada research partners (see section 2.3 of this report). Due to its complexity this work should be pursued as a second phase to an IAP2 Canada research program.

4.1 The Path Forward

While the findings in this report help to define a picture of a research initiative for IAP2 Canada that meets the needs of members and the public participation sector, it also begs recommendations on how this can be achieved.

The subcommittee recommendations are anchored in the understanding that IAP2 Canada is a serviced-focused entity that prides itself on being responsive to its membership. This means that planning and performance management are key attributes of any new initiative. It also means all tasks need to be output-focused and align with the existing structure.

The focus of these recommendations is on aligning members and public participation practitioners' vision for a research initiative and the priorities and resources of IAP2 Canada.

To accomplish this, the subcommittee is recommending a meaningful structure to support planning, quality control, and performance management while beginning to foster the long-term elements desired by members and the public participation sector. These next steps will be covered under

4.1.1 IAP2 Canada Research Program

The mandate of the Outreach and Collaboration Committee includes research and the Research Subcommittee recommends that it become a formalized extension of the Outreach and Collaboration Committee to aid in the advancement of public participation practices. Given the nature of the IAP2 Canada organization it makes sense to streamline the resources in place and support the work of the Outreach and Collaboration Committee.

The Research Subcommittee will create and lead a research program for IAP2 Canada under the guidance of the Outreach and Collaboration Committee. The mandate of the IAP2 Canada Research Program will be:

To advance the practice of public participation through research by sharing evidence-based knowledge and promoting collaboration through partnerships and cross-disciplinary networking focused on research themes identified by IAP2 Canada members and the public participation sector.

Based on the findings presented in the IAP2 Canada Research Initiative Report it is recommended that the IAP2 Canada Research Program pursue the following goals, objectives and tactics in 2014:

2014

Goal #1: Build capacity and share knowledge on Canadian practices.

Objective	Tactics	Measurement
Provide IAP2 Canada members access to P2 research.	Source recent P2 research and share with the membership through: <ul style="list-style-type: none"> ▪ Annual conferences ▪ Webinars ▪ Chapter workshops ▪ Establish an online resource for P2 research by collaborating with National Coalition for Dialogue & Deliberation (NCDD). 	<ul style="list-style-type: none"> ▪ Number of learning opportunities shared based on P2 research. ▪ Confirmation of NCDD resource collaboration.

Goal #2: Promote research collaboration, partnership and networking across Canada.

Objective	Tactics	Measurement
Provide opportunities for IAP2 Canada members to connect with research organizations.	<ul style="list-style-type: none"> ▪ Create a database of Canadian P2 researchers. ▪ In partnership with IAP2 Canada Chapters, establish a speakers forum to facilitate opportunities for practitioners and researchers to connect and/or participate in roundtables, workshops, webinars coordinated in collaboration with IAP2 Canada partners. 	<ul style="list-style-type: none"> ▪ Establishment of a Canadian P2 researcher database. ▪ Initiation of a speakers forum in collaboration with a minimum of one IAP2 Canada Chapter.

Goal #3: Advance the practice and contribute to P2 research in Canada.

Objective	Tactics	Measurement
Transfer research findings and frameworks to practice.	<ul style="list-style-type: none"> ▪ Review academic literature to identify common findings and gaps between research and practice. 	<ul style="list-style-type: none"> ▪ Establishment of a partnership with a minimum of one academic institution to access graduate student researchers to conduct the literature review. ▪ Literature review completed and results shared with IAP2 Canada membership.

Based on the results achieved in Phase One, the Research Subcommittee is seeking support from the Outreach and Collaboration Committee to establish a minimum of one research partner from the partner recommendations presented in section 3.3 of this report, beginning in 2015.

4.2 Timelines

The current Research Subcommittee will conclude its IAP2 Canada Board appointed Terms of Reference upon approval of the IAP2 Canada Research Initiative Report. It is recommended that the IAP2 Canada Board of Directors initiate a call for volunteers, with a first right of refusal to the members of the subcommittee that developed the Report, to join the Research Subcommittee. To prepare for implementation of the recommended goals, objectives and tactics in 2014, the call for volunteers should be issued no later than January 30, 2014.

The intent for the IAP2 Canada Research Subcommittee is to begin its official work February 1, 2014. The predominant task will be to devise an activity plan in collaboration with the Outreach and Collaboration Committee that incorporates the recommendations of the IAP2 Canada Research Initiative Report.

4.3 Resources

It is estimated that support will be required to implement tactics identified in Goal #1 and Goal #2. Specifically, it is recommended administrative support be recruited to source and maintain relevant content should a collaboration with NCDD be confirmed for the delivery of an online P2 resource library specific to Canada. The online resource library will be a membership value piece that requires consistent attention to ensure accuracy and timeliness of the information. This tactic requires consistent attention and is anticipated to be a time consuming task beyond the scope of typical volunteer commitment.

Additionally, it is recommended the IAP2 Canada Board allocate financial support for the establishment of the proposed speakers forum. This may be sought through sponsorship or initial budget allocation to compliment resources sourced through the respective Chapter(s).