

# The Municipal Role in Nurturing a Culture of Change

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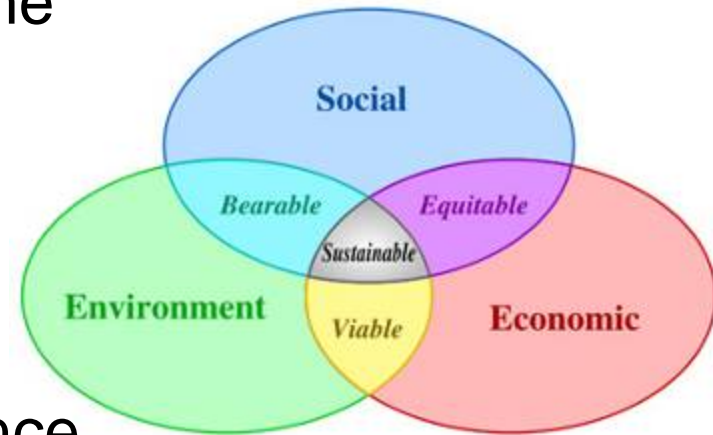
*SESSION: ENGAGING THE COMMUNITY  
FRIDAY, FEBRUARY 15, 2008*

# Environmental Strategic Plan

- Approved by Oakville Town Council in December 2005
- Outlines policy, actions and an implementation strategy
- Developed through broad community-based public engagement
- Process supported definition of the vision, guiding principles, goals and strategic priorities

# Vision

In Oakville, we recognize that our quality of life rests on the quality of our environment and we respect our natural and cultural heritage. We strive to be a model community by taking individual and collective action to protect and enhance our ecological **environment**, while maintaining a vibrant **social** and **economic** base.



# Guiding Principles

1. **Creating Partnerships and Fostering Cooperation**
2. **Building Awareness and Encouraging Community Participation**
3. Planning Proactively
4. Achieving Balance
5. Promoting Openness and Accessibility
6. Behaving Responsibly and Accountability
7. Advocating
8. Thinking globally, acting locally

# Goals

## Six goals:

- Natural resources
- Waste management
- Transportation
- Healthy neighbourhoods
- Outreach, education and community engagement
- Advancing best and risk minimization practices



# Actions

Each goal requires fostering awareness to promote behavior change, corporately and for all community sectors through engagement.

# Engagement

- Community Task Force of 13
- 2 open houses and 5 workshops involved 200 residents
- Community attitude survey of 500+ residents
- Community newsletters
- Email and phone communications
- Comment cards
- Work books

# Engagement

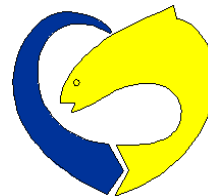
- Internal Environmental Management Team
- Consultations with Town staff and over 15 organizations including the regional government, local utilities, conservation authority, school boards, health care services, etc.
- Community group briefing sessions
- Council involvement
- ‘What’s Going on in Oakville? Fact Sheets

# Continued Engagement

- Implement guiding principles and **Goal 5: To foster an educated, aware and engaged community acting as responsible stewards for the environment**
- ESP Advisory Committee
- Community surveys
- 80%+ recommended engagement programs underway, 90%+ including community sector

# Continued Engagement

- Plan to engage the community:
  - informs strategic prioritization of programs and budgets
- Strategic communications involves:
  - a diverse, impactful suite of awareness and education programs to build the community's capacity to move the process of sustainability forward

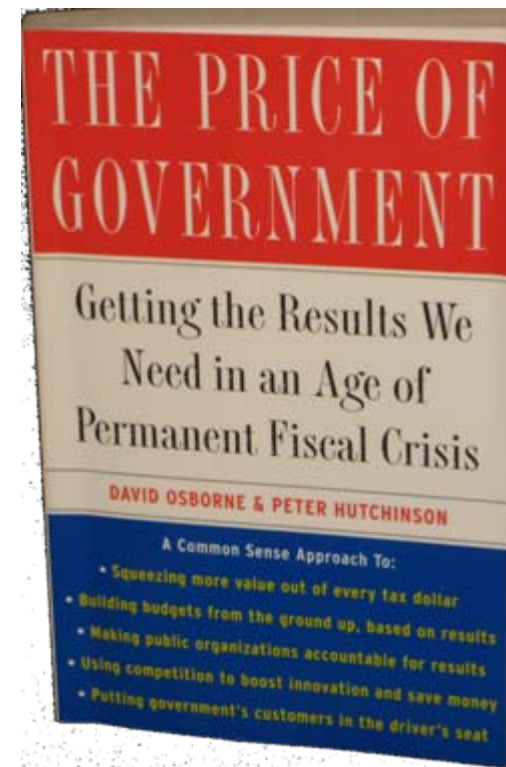


# Change

- Engaging the community in sustainability initiatives requires municipalities with ‘assertive maturity’ (Siegel and Tindal, 2006) :
  - Involve community in defining strategic priorities through continuous collaborative public consultations
  - Deliver services that citizens want in an efficient manner
  - View staff as an investment to be nurtured for the future benefit of the community
  - Work within an inter-governmental hierarchy in ways including ‘work arounds’ that best serve the community

# Performance-based Budgeting

- New normal
- Program goals set
- Performance measures identified at budget stage
- Develop budget to meet goals



# Engaging Who?

Species diversity:

- Different community groups
- Different generations
- Different learning styles
- Different personalities
- Different languages
- And then there is us .....

# Learnings

- Leadership for change
- Set goals
- Introduce rigor into the development of education and awareness programs
- Measure and monitor
- Use project management process to support performance-based budgeting
- Hire the right people

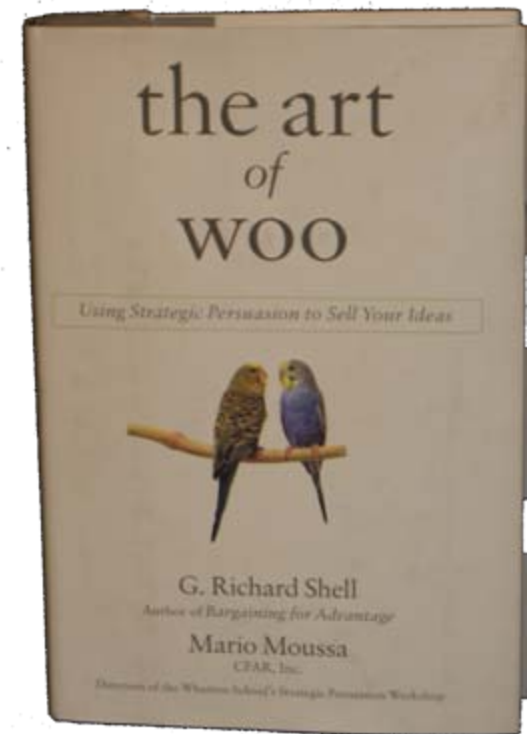
# Learnings

The **art of woo** - approach each persuasion for an audience even if it is one that you are familiar with, as a fresh event, coming prepared with a plan and then improvising and adjusting as you go along. Adjustment relates to the fact that persuasion involves personalities as well as positions.



# The Art of Woo

1. Survey Your Situation – Define the idea, goals and challenges with clarity
2. Confront the Five Barriers (Relationships, Credibility, Communication Mismatches, Belief Systems, Interests and Needs)
3. Make Your Pitch with delivery reflective of careful deliberation with a presentation that is clear, memorable and personal using stories and metaphors.
4. Secure Your Commitments preferably in writing



## 6 Channels of Persuasion

1. Interest-based
2. Authority
3. Politics
4. Rationality
5. Inspiration and Emotion
6. Relationships



TELL ME ... AND I WILL FORGET  
SHOW ME ... AND I WILL REMEMBER  
INVOLVE ME ... AND I WILL UNDERSTAND

**They always say time changes things, but you  
actually have to change them yourself. Andy Warhol**

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