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## Performance Measurement and Citizen Participation

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**Abstract:** Local governments find themselves at the intersection of two major trends in governance – citizen engagement and performance management. These two trends place competing demands on the local government organization. Making time and space for direct democracy can be at odds with the need to maximize efficiency by measuring results (process vs. outcome). Some scholars, however, argue that these two trends are in fact complementary rather than conflicting. Both trends are, at base, a move toward greater accountability in government.

The *Community Charter*, through its annual reporting requirement, presents the possibility for greater accountability by using both citizen engagement and performance management in the process.

This research examines one part of the equation by investigating the non-statutory citizen engagement practices of local governments in British Columbia in 2004, the same year that the *Community Charter* came into effect. This baseline assessment offers a snapshot of the degree and variety of citizen engagement practices across the province.

Despite the widespread use of citizen engagement practices, a 2005 study of annual reporting in British Columbia indicates that only 21% of municipalities consulted with citizens and only 18% of communities received feedback from the public on their annual report. It appears, therefore, that there may be a disconnect between citizen engagement and performance management.

In conclusion, a framework integrating citizen engagement and performance management is presented and key learnings from other jurisdiction are considered.

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