

Chief Financial Officer's Report to  
SPC on Community and Protective Services  
2019 June 12

ISC: UNRESTRICTED  
CPS2019-0366

## **Multilingual Communications and Engagement Policy Report**

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### **EXECUTIVE SUMMARY**

Implementation of the Multicultural Strategy for Communications and Engagement has been underway since 2017, and has resulted in improvements to the way The City communicates and engages with Calgary's multicultural population. The ongoing need for this strategy is evident in the fact that immigrant communities totalled almost 30 per cent of Calgary's population in 2016 and are projected to be the main driver of population growth within Calgary until at least 2036.

Administration continues to advance the strategy by integrating its recommendations into communications and engagement projects, and by developing numerous supporting initiatives. Many of these initiatives have been completed or are underway and include: an interactive map identifying the language needs of Calgary's wards and communities, an inclusive engagement guide, qualitative research with cultural leaders and first and second-generation immigrants, ongoing staff training, and a bank of translated statements and multicultural photographs.

This report responds to the second directive in the Notice of Motion C2018-0504 and follows up on previous presentations to SPC on Community and Protective Services and Council. It explains the considerations and recommendations for a policy, strategies and implementation plan that were developed in collaboration with Administration and external partners. The recommended approach below is accompanied by an implementation plan for information.

#### **ADMINISTRATION RECOMMENDATION:**

The Standing Policy Committee on Community and Protective Services recommends Council:

1. Directs Administration to continue to develop standards of service for equitable communications and engagement, including multilingual considerations, as guided by the Social Wellbeing Policy, and not proceed with a stand alone new policy for Multilingual Communications and Engagement;
2. Directs Administration to develop measures of success related to the delivery of equitable communication and engagement services in alignment with the Social Wellbeing Principles; and
3. Directs Administration to report back to the Standing Policy Committee on Community and Protective Services by Q2 2020.

#### **RECOMMENDATION OF THE STANDING POLICY COMMITTEE ON COMMUNITY AND PROTECTIVE SERVICES, DATED 2019 JUNE 12:**

That Council adopt the Administration Recommendations contained in Report CPS2019-0366.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2018, April 23, through a Notice of Motion, Council directed that Administration:

Develop and report back to Council through the Standing Policy Committee on Community and Protective Services no later than Q2 2019 on recommendations for a policy, strategies and implementation plan that includes standards of service for translation and interpretation,

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timelines, resources and budgets that incorporates the work done on the Channel Strategy for Ethno-Cultural Communities.

**BACKGROUND**

Council and citizen priorities identify the need to include opportunities for all Calgarians to participate in civic life, to help create a prosperous city with inspiring neighbourhoods.

Calgary has a large and growing immigrant community, totalling almost 30 per cent of the population. Between 2011 and 2016, Calgary's immigrant population grew faster than the general population, and in 2016, almost one in six Calgarians spoke a language other than English most often at home. The Government of Canada projects immigration will continue to be the main driver of population growth within Calgary until at least 2036.

The Multicultural Strategy for Communications and Engagement was developed in 2017. This strategy delivered comprehensive reports, marketing tools, and media catalogues for Calgary's top five non-official languages, based on language spoken most often at home, and was approved by council on 2018, October 15.

Implementation of the Multicultural Strategy for Communications and Engagement is already underway. In the first quarter of 2019, an average of 12 per cent of communication campaign promotional budgets were allocated to multicultural channels. These projects included information about key topics such as Property Tax Assessment, MAX Transit Routes, and One Calgary. An Inclusive Engagement Guide was completed and put into practice during the same time period in 2019, resulting in 57 per cent of active engagement projects incorporating inclusive engagement strategies, including at least seven projects that used non-English language services. These projects included: Planning Chinatown, Transit Service Review, Centre City Plan Refresh, and North Hill Communities Local Growth Plan.

Numerous other initiatives have also been implemented to advance the Multicultural Strategy for Communications and Engagement, in accordance with commitments made in previous presentations to SPC on Community and Protective Services and Council.

More than 300 key City statements were translated into simplified Chinese, Punjabi (India), Tagalog, Spanish (Latin American), and Arabic, and made available to City staff. An online translation bank, accessible by all City staff, will follow by the end of 2019. This work was complemented by the creation of a bank of multicultural photographs, made available for City use. Administration is also developing interim processes to support City translation and interpretation needs, whilst establishing a long-term corporate service.

In addition, in-person training on the Multicultural Strategy for Communications and Engagement was completed for Customer Service and Communications staff and ward offices in 2019, April. Online training and supporting tools will be available for all City staff by 2019 Q4, and additional in-person training is ongoing.

Professional research services were used to validate and expand previous research. Qualitative focus groups were conducted in 2019 Q2 with cultural leaders and a cross-section of first and second-generation immigrants from the Indian Punjabi, Chinese, Arabic, Filipino, and Latin American communities. The reports will be made available in 2019 Q3. This work will also assist

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the corporate research team in building a multicultural advisory panel, with participants agreeing to participate in future research.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

#### **Stakeholder Engagement, Research and Communication**

In 2018 Q2, a survey was carried out to understand how City departments interact with multicultural and immigrant communities. Following that, in 2018 Q3, Administration conducted a multilingual communications survey to gain a better understanding of the resourcing needs for translation and interpretation services for wards and their constituents.

An interactive map identifying wards and communities where languages other than English are spoken most often at home, and indicating which languages are most frequently used, was developed in collaboration with Corporate Analytics and Innovation and Calgary Neighbourhoods. The map will be added to The City's online map gallery by 2019 Q3, with additional enhancements planned for Q4.

Internal and external collaboration was also critical in informing the recommendations contained in this report. Continuing collaboration includes a memorandum of understanding with the Government of Alberta, and regular meetings with stakeholders from:

- Calgary Neighbourhoods
- Calgary Local Immigration Partnership (CLIP)
- Resilience and Infrastructure Calgary
- Calgary Recreation
- Human Resources
- Corporate Analytics and Innovation

To meet the direction of Council, Administration considered the outcomes of projects underway, the needs identified through analysis of research and data, and how this work aligns with existing Policies.

A key consideration that led to the recommendations contained in this report is the relationship between this work and the Social Wellbeing Policy. This Policy sets out guiding principles for how we deliver effective City services that respond to the diverse, and often intersecting, needs of all Calgarians. The Social Wellbeing Policy will also help to coordinate The City's various social policies, strategies and initiatives under one foundational policy with aligned measurement.

As the Multicultural Strategy for Communications and Engagement was considered in the context of the Social Wellbeing Policy, other options in addition to creating a new stand-alone policy emerged. Through the analysis of practices by other municipalities, and a review of the

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options available to implement and govern the Multicultural Strategy for Communications and Engagement, three options that could form the basis of our recommendations were identified:

1. Develop a stand-alone Council policy, aligned with the Social Wellbeing Principles.
2. Create a stand-alone Administration policy, aligned with the Social Wellbeing Principles.
3. Use the existing Social Wellbeing Principles and Policy to provide guidance on the delivery of equitable communication and engagement.

After further analysis, the third option was identified as presenting the most effective solution. This approach to communication and engagement will allow The City to take a broader, intersectional approach to removing barriers to communication and engagement for all Calgarians (e.g. people with disabilities) that can go beyond the translation and interpretation of information. The approach is efficient as it removes the administrative requirements of developing and maintaining a separate policy while providing effective accountability for the delivery of equitable communication and engagement. It will also allow The City's communications and engagement practices to remain agile in response to Calgary's evolving multicultural demographics. To action the Social Wellbeing Principles, Administration will create standards of service for the delivery of equitable communication and engagement that reflect the diverse needs of Calgarians, including multilingual considerations, and develop measures that track the advancement of the proposed standards. Administration will seek the advice of the Social Wellbeing Advisory Committee to inform the development of both the standards and associate measures. With approval of this report's recommendations, Administration will return to Standing Policy Committee on Community and Protective Services in 2020 Q2 with an update on the standards of service for equitable communication and engagement, and measures of success.

### **Strategic Alignment**

The City's Multicultural Strategy for Communications and Engagement aligns closely with Council and citizen priorities for a prosperous city and a city of safe and inspiring neighbourhoods. This work also aligns with the Social Wellbeing Principles and Policy. The Multicultural Strategy for Communications and Engagement is embedded in One Calgary service plans and budgets, and supports Resilient Calgary and Cultural Plan for Calgary.

### **Social, Environmental, Economic (External)**

**Social:** This work will improve social inclusion for multicultural and immigrant populations in Calgary. A city with a strong sense of inclusion and improved civic participation strengthens the social fabric of the whole community.

**Economic:** The City will adopt corporate-wide strategies to help manage costs, and reduce redundancy and duplication of effort.

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

This work is resourced through base funding allocated as part of the One Calgary budget process. Translation and interpretation services have been, and will continue to be, charged to the respective service line budgets. Recommendations will continue to be made to service

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owners and project leads to identify the options and benefits of this work, and to identify how multicultural communications and engagement can be integrated into existing operating and or capital budgets.

### ***Current and Future Capital Budget:***

There are no capital budget implications associated with this report.

### **Risk Assessment**

If The City does not align the needs of multilingual citizens with the Social Wellbeing Principles, it runs the risk of providing communications and engagement opportunities that do not respond to the diverse, and often intersecting, needs of all Calgarians. The Social Wellbeing Principles are designed to provide guidance on how to embed equity, truth and reconciliation, culture and prevention in City services.

The City needs to keep pace with immigration trends and the needs of citizens. By following the Social Wellbeing Principles set out in the Social Wellbeing Policy, rather than creating a stand-alone policy, our communications and engagement practices can remain agile in response to Calgary's evolving multicultural demographics. Administration will continue to revise the Multicultural Strategy for Communications and Engagement based on research and Statistics Canada data.

### **REASON(S) FOR RECOMMENDATION(S):**

This recommended approach effectively supports the governance of the Multicultural Strategy for Communications and Engagement without creating a new policy, ensures alignment with the Social Wellbeing Principles and Policy, and enables work currently underway to continue.

### **ATTACHMENT(S)**

1. Attachment 1 – Multicultural Strategy for Communications and Engagement Implementation Plan Framework.
2. Attachment 2 – The Social Wellbeing Policy (CP2019-01).