

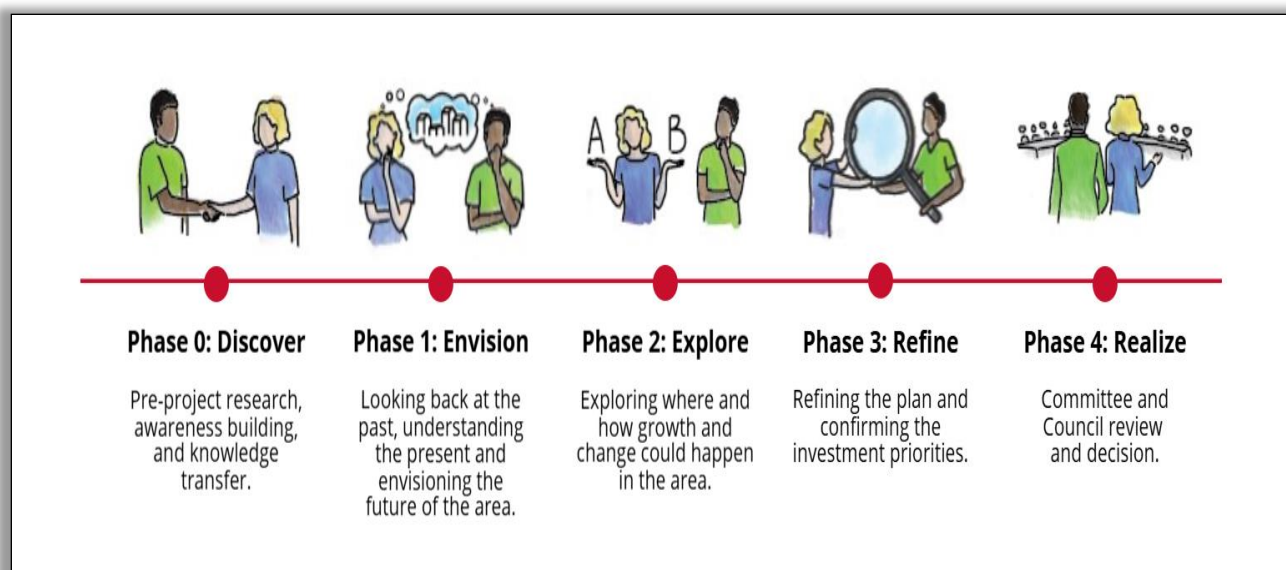


**Calgary**

City Auditor's Office

# Local Area Planning Engagement Process Audit

May 28, 2025



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## Audit Objective

The objective of this audit was to assess the effectiveness of the Local Area Planning (LAP) engagement process.

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## Why it Matters

Effective public engagement processes are important in supporting the LAP process as this ensures that community voices are heard and considered in decisions that shape neighborhoods.

The City of Calgary's LAP process guides future growth and development in specific communities by creating a shared vision with residents, businesses, industry and other interested parties. It involves public engagement to gather input on land use, transportation, housing, and community amenities.

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## What We Concluded

Engagement processes were generally effective in design and operation to support the ongoing engagement efforts for recent LAP projects. Further improvements in engagement planning and monitoring were identified that will support future effectiveness of the engagement process.

Program level processes were generally designed and implemented to mitigate risks that could negatively impact the effectiveness of the engagement. Internal processes were aligned to relevant criteria/professional accepted good practice. For example, a Project Charter and Communication and Engagement Strategy is prepared for each LAP project. These documents outline the goals, scope, budget, timeline, participant roles and responsibilities and engagement strategy based on community demographics. The LAP process is structured in phases, starting with visioning and analysis, followed by drafting and refining the plan based on feedback. Public engagement is conducted in each of these phases, gathering feedback using multiple communication channels, alternative formats, and targeted outreach to seek input from diverse community groups. Feedback is incorporated into decision making and communicated back to the public using the What We Heard and What We Did reporting. Moreover, the LAP team conducts in-house lessons learned after each LAP project phase to foster continuous improvement.

We raised four recommendations to support on-going effectiveness of the engagement processes. Our recommendations focused on:

- implementing LAP-specific Key Performance Indicators (KPIs) to monitor and evaluate engagement success at the project level,
  - improving the engagement feedback documentation process,
  - standardizing event risk management practices; and
  - completing the engagement assessment to ensure consistency in the engagement process
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## Background

Calgary's Local Area Planning Program supports the city's growth and change by creating local policy for each community. Local Area Plans aim to balance growth and change, with respect for local neighborhood character. Local Area Plans are developed in collaboration with residents and other interested parties, ensuring they take into account community values and needs. Each plan takes 2-3 years to complete, incorporating continuous feedback and changes along the way. By focusing on sustainable growth, these Plans help manage the city's expansion while enhancing residents' quality of life.<sup>1</sup>

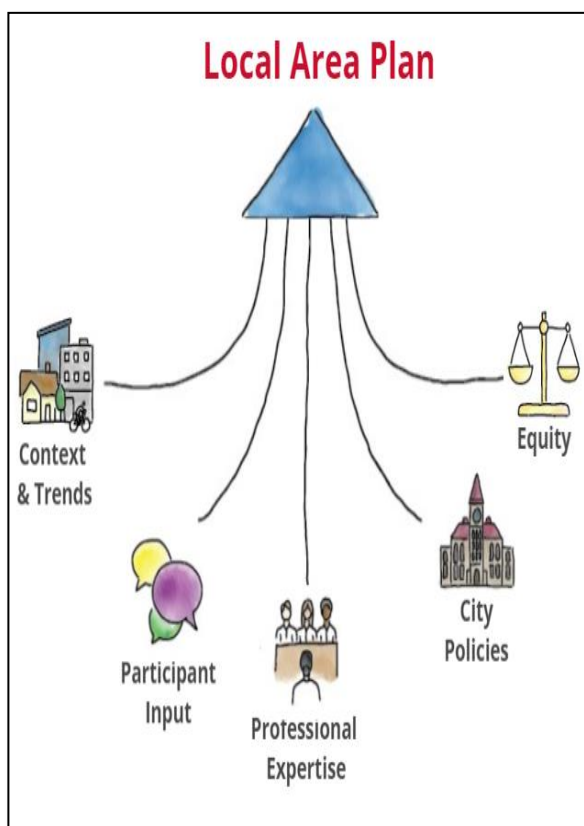


Fig 1: Local Area Plan Key Considerations<sup>2</sup>

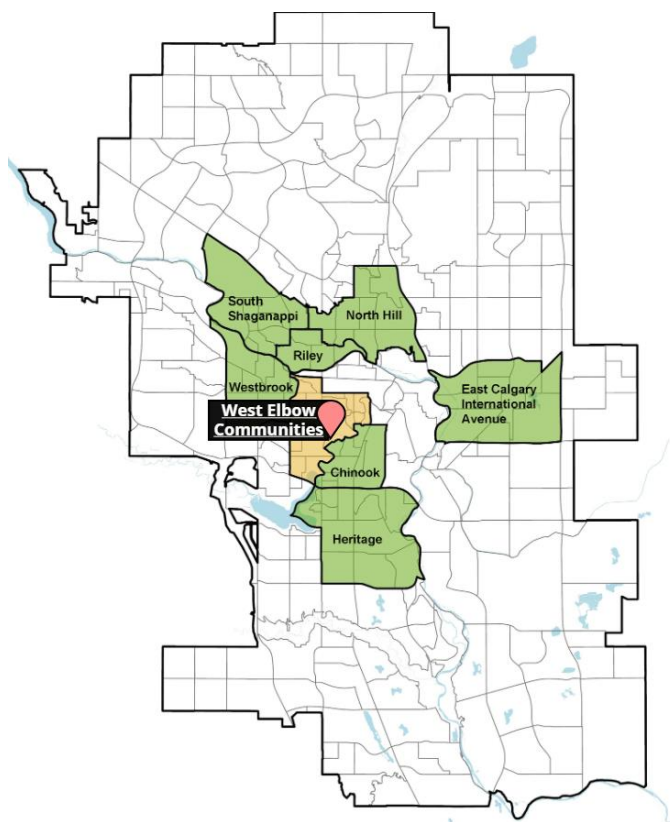


Fig 2: Local Area Plans April 2025<sup>3</sup>



The key considerations when creating a Local Area Plan include community needs, participant feedback, professional expertise, City policies and equity. After each engagement phase, reports on 'What We Heard' and 'What We Did' are shared back with the public through the relevant LAP project engagement website.

<sup>1</sup> The City of Calgary's website: [Local Area Planning in Calgary](#)

<sup>2</sup> The City of Calgary's website: [Working with communities](#)

<sup>3</sup> The City of Calgary's website: [Plans in progress](#)

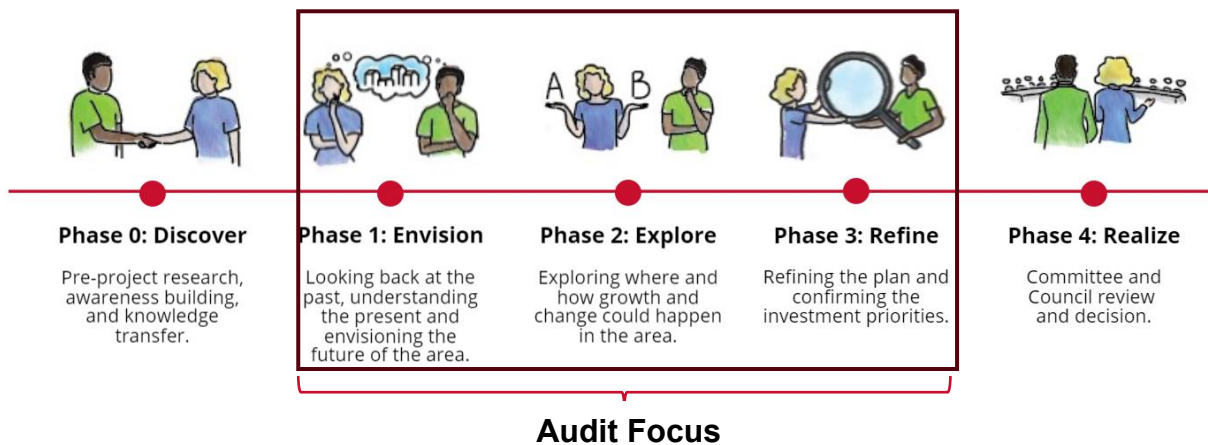
Since 2018, eight Local Area Plans have been completed and approved by Council. The long-term goal is to establish Local Area Plans for all of Calgary’s communities. The next set of Local Area Plan projects are tentatively scheduled to publicly launch in early 2026.

Effective public engagement is a key component for the development of a local area plan that achieves its objective. The Local Area Plan team and staff from the Engagement Resource Unit (ERU) work collaboratively to plan, conduct, and report on public engagement.

**Scope & Approach**

To evaluate the design and operational effectiveness of the LAP engagement processes, we assessed the processes in place to mitigate engagement risks identified (see Appendix). We used The City’s Engage Policy as well as guidance from the International Association of Public Participation (IAP2), Alberta Municipalities Public Engagement Guide, and the Health Canada Guidelines on Public Engagement 2023 as criteria to assess the effectiveness of processes.

The audit focused on the engagement process from Phase 1: Envision to Phase 3: Refine, of the South Shaganappi (Shaganappi) and the East Calgary International Avenue (ECIA) Communities Local Area Plans.



**Fig 3: Local Area Planning Process<sup>4</sup>**

**Results**

The results are organized according to the risks outlined in the Appendix, along with the corresponding process steps designed to mitigate them. The engagement processes were generally effective in design and operational implementation to support the ongoing engagement efforts for local area plan projects. Further improvements in the areas of key performance measures, engagement feedback documentation, event risk management practices and use of the LAP planning assessment tool will support future effectiveness of the engagement process.

<sup>4</sup> The City of Calgary’s website: [Working with communities](#)

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**Risk of Inequitable Representation**

Ensuring equitable representation in LAP engagement fosters inclusivity and prevents marginalization.

To assess whether engagement efforts were designed and implemented in a manner that ensures equitable representation of diverse neighborhood perspectives, we reviewed the LAP planning documents including the engagement assessment, project charters, and engagement and communication plans.

Engagement efforts were generally well designed and implemented in a manner that ensured equitable representation of diverse neighborhood perspectives. For example, the Project Charter described how appropriate participants were to be identified and how their input was used to develop the engagement plans. An appropriate engagement strategy was selected for each LAP engagement using the Engage Assessment tool. The Shaganappi and ECIA engagement plans contained sufficient details on the engagement objective, scope, budget, timelines, dates, and roles and responsibilities.

Included in the Engage Assessment is a project “risk score” which determines the Engage Strategy Approval Level. We noted that a program level assessment was conducted rather than evaluating each LAP project individually to determine its engagement impact and complexity. Additionally, the LAP Planning Assessment was not approved by the General Manager, as required by the Engage Framework. Inconsistency in the engagement process can reduce public trust and reduce the effectiveness of engagement planning (Recommendation 4).

The Engage and Communication Strategy identified how the LAP team proposed to reach, involve and hear from those who were impacted by the project, provide opportunities for affected parties to get involved and accommodate the diverse needs of the community, despite their resource levels or demographics.

**Risk of Superficial Engagement**

An effective public input process ensures meaningful engagement, transparency, and fosters community trust.

To evaluate the effectiveness of the engagement process on incorporating public input into decision-making, we performed the following audit procedures:

- interviewed LAP and Communications staff,
- reviewed engagement planning documentation,
- reviewed the process to capture and document public feedback, and
- used a sample of two reports, confirmed that feedback received was reflected on the What We Heard (WWH) Reports.

The engagement process demonstrates a commitment to valuing public input and ensuring transparency through WWH reports. However, the reliance on manual transcription methods introduces risks of data loss, inaccuracies, and incomplete public input. To enhance the integrity of the engagement feedback documentation process, implementing real-time transcription and verification measures would help minimize these risks (Recommendation 2).

We noted that the engagement process defined a commitment to valuing public input. The roles and responsibilities of stakeholders were defined in the

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Communication Strategy for both the Shaganappi and ECIA LAPs and the Communication Strategy identified key participants such as residents, area councillors, community associations and targeted underrepresented or diverse segments within the community amongst others. Each of the key participants identified were engaged based on a communications plan detailing the approach, techniques used, timeline and success measures.

The methods used to collect, document and categorize public feedback were well established. Feedback from in-person and virtual sessions as well as mailed booklets was compiled and grouped into similar themes. The WWH reports reflected feedback received highlighting the recurring themes or high-priority issues, as well as the verbatim feedback received.

Feedback from the public was incorporated into decision-making and communicated back to the community through the What We Did (WWD) reports. The WWD reports were prepared for each of the LAP project phases. The reports detailed who was engaged, what questions were asked, input received and how this input was used, and the next steps in the engagement process.

#### **Risk of Communication Barriers**

Effective and inclusive communication prevents barriers and ensures meaningful public participation.

To assess the effectiveness and inclusivity of communication channels and methods in the LAP engagement process to prevent communication barriers we reviewed the Communication plans and strategies, and interviewed staff. In addition, we reviewed digital and non digital engagement materials used in phases 1 to 3, of the LAP engagements. For example, the engagement booklets, community signage and digital ads encouraged residents to contact 311 if they needed additional accessibility accommodations.

Participants were kept informed about the purpose, scope, and engagement results as well as next steps through the Engage Summaries, Engage website and the What We Heard (WWH) & What We Did (WWD) reporting.

Participants were informed about their expected roles and contributions in the engagement process, and how their feedback would be used. Consistent messages were communicated across all channels used, engagement outcomes were shared and explained to show how public input influenced decisions, and follow-up communications were provided to participants after the engagement process, summarizing outcomes and next steps.

Communication and engagement strategies effectively promoted inclusivity through multiple communication channels, accessibility accommodations, and targeted outreach. Strengths included multilingual materials, support for individuals with disabilities, and non-digital engagement methods.

We discussed an opportunity for management to ensure consistent multilingual communication and to document rationale for deviation from the 5% language translation threshold. We identified instances where translation had been completed where the 5% language translation threshold was not met, and the reason for additional translation was not documented.



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**Risk of Poor  
Communication**

Clear communication ensures transparency, informed participation, and fosters community trust.

To evaluate the clarity, and adequacy of communication regarding the purpose, scope, and outcomes of the engagement process, we reviewed the engagement communication plans, interviewed staff and reviewed the What We Heard (WWH) and What We Did (WWD) Reports of the two local area plan projects during the core engagements undertaken during phases 1 to 3.

The Communication and Engagement strategy effectively ensures clear and transparent communication regarding the purpose, scope, and outcomes of the process. We noted that the engagement strategy was structured to promote transparent public participation through diverse communication channels and consistent messaging. WWH and WWD reports enhanced transparency by reporting back verbatim the citizens input and demonstrating how public input influences decision-making by reporting how the public input was used. Effective controls were in place to inform stakeholders, track social media outreach, and provide follow-up communications.

**Risk of Engagement  
Fatigue**

An effective engagement process manages public participation to prevent fatigue and sustain public interest.

To evaluate whether the engagement process effectively manages participant involvement to prevent engagement fatigue and sustain public interest, we interviewed staff, reviewed the Communication and Engagement strategies, engagement booklets for phases 1-3 and working group session materials.

The engagement process effectively managed participant involvement by clearly communicating the LAP purpose and scope, spacing information requests appropriately to prevent fatigue and using a variety of methods to maintain participant interest.

Additionally, efforts to recognize contributions and a documented plan for refining strategies demonstrate a commitment to minimizing fatigue and enhancing the engagement experience.

For example, the working group (comprised of community associations, property owners, local resident and business representatives), pre session work package included a presentation which explained the LAP process including the purpose, scope, and the need for input and how inputs will be used. The engagement booklets mailed to all impacted residents provided details of the LAP process, what is required of the public as well as how the public can obtain additional resources.

We noted that the engagement process for the two sampled LAPs utilized diverse communication channels such as in person and virtual sessions, engagement booklets, social media and radio advertisements as well as signage and posters within the impacted communities. The communication strategy included clear documentation of public input, and inclusive strategies to reach varied stakeholder groups. The process effectively managed participant involvement, ensuring sufficient intervals between requests, targeted feedback, and dynamic engagement methods, all of which helped prevent fatigue and sustain public interest.



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**Risk of Undefined KPI's**

Key Performance Indicators (KPIs) assist with measuring the effectiveness and efficiency of public engagements.

To assess whether the LAP team has established clear, measurable, and relevant KPIs for evaluating the effectiveness of their engagement efforts, we interviewed staff to understand how performance measures were tracked and reviewed within relevant engagement documentation.

While the Engage Team conducts participant satisfaction surveys and measures communication effectiveness through marketing and advertising metrics (e.g., impression delivery, TrueView delivery, email campaign metrics, and website visits), there were no clearly established benchmarks for evaluating engagement success. We recommended that management implement LAP-specific KPIs to evaluate engagement success at the project level (Recommendation 1).

We noted that, communication metrics such as website visits and participation numbers were tracked electronically, however, there was no measurable targets for participant diversity, response rates, or satisfaction benchmarks.

The Citizen Engagement and Insights team monitors service line level metrics, including the proportion of projects completing WWD reports to show how public input influenced decisions. While all LAPs meet this requirement, there are no project-specific KPIs to assess the effectiveness of engagement efforts at the LAP level, which would support on-going continuous improvement.

**Risk of Public Safety & Security**

Effective safety and security measures protect participants and maintain a safe environment during public engagement events.

To assess the adequacy of safety and security measures in place for public engagements, we assessed the safety and risk management process in place, and reviewed event safety plans and event risk assessments.

The ECIA LAP held 47 and Shaganappi LAP held 41 public engagements sessions. In person sessions ranged from student sessions, senior sessions, public session, to conversation series and walking tours.

We reviewed a sample of six public sessions and noted that while key measures such as safety plans, crowd control, and security protocols were implemented, inconsistencies in execution and documentation were noted. Gaps included the lack of Event Risk Assessments (ERAs) for all events, undocumented medical emergency procedures, and informal post-event debriefs. To further mitigate safety risks, the local area planning team should ensure consistent risk assessments, formalize post-event evaluations, and standardize emergency procedures (Recommendation 3).

**Observations & Recommendations**

#1: Key Performance Indicators	
<b>OBSERVATION</b>	<b>RECOMMENDATION</b>
<p>The Local Area Plan (LAP) engagement process does not have formally defined Key Performance Indicators (KPIs) with associated targets to measure the effectiveness of individual LAP engagements.</p> <p>Best practice from the International Association for Public Participation (IAP2) and the Alberta Municipalities Public Engagement Guide 2023<sup>5</sup> states that defining performance measures will assist with measuring the effectiveness and efficiency of public engagements. For example, clearly defined KPIs that align with project objectives, include measurable targets, and assess key aspects such as reach, inclusivity, responsiveness to feedback, and participant satisfaction measure engagement effectiveness. These KPIs must be specific, quantifiable, and trackable over time to support informed decision-making and continuous improvement.</p> <p>We noted that, communication metrics such as website visits and participation numbers were tracked electronically, however, there was no measurable targets for participant diversity, response rates, or satisfaction benchmarks. Although surveys assess participant satisfaction, the engagement process has not established target satisfaction levels and performance thresholds.</p> <p>Without defined KPIs, the effectiveness of engagement efforts cannot be objectively measured, making it difficult to assess goal achievement. The lack of targets for participant satisfaction and diversity may also result in gaps in community representation, engagement fatigue, or reduced public trust.</p>	<p>1. The Manager Local Area Planning complement service line level metrics by implementing LAP-specific KPIs to evaluate engagement success at the project level. This KPI framework should:</p> <ul style="list-style-type: none"> <li>a) Define specific, measurable targets for participant satisfaction, engagement reach, and diversity, and include quantifiable benchmarks (e.g. target response rates, diversity representation goals, satisfaction thresholds).</li> <li>b) Integrate KPI analysis into "What We Did" reports to ensure transparency and demonstrate how engagement outcomes align with project goals.</li> </ul> <p><b>MANAGEMENT RESPONSE</b></p> <p>Agreed.</p> <p>The Local Area Planning team (Planners, Engage, Communications) will review best practice on engagement Key Performance Indicators to identify industry standards or practices in the areas of:</p> <ul style="list-style-type: none"> <li>- Reach</li> <li>- Inclusivity</li> <li>- Responsiveness to feedback</li> <li>- Participant satisfaction</li> </ul> <p>KPIs will be discussed and selected by Local Area Planning leadership in collaboration with Engage and Communications. Measurement and collection processes for the KPIs will be developed leveraging data that is currently collected in engagement and communication processes and identifying new sources of data where needed.</p> <p>Selected KPIs will be incorporated into future Engagement Strategy documents for review by Local Area Planning leadership and the results of these KPIs will be included in final</p>

<sup>5</sup> International Association for Public Participation [International Association for Public Participation RMA\\_ABmunis Public Engagement Guide 2023.pdf](https://www.iap2.org/~/media/Files/2023/04/RMA_ABmunis_Public_Engagement_Guide_2023.pdf)

	<p>Engagement Summary or What We Did summary documents for review by interested or impacted parties.</p> <p>The LAP team is aware of the current 3rd party review on EC2024-1130 Strengthening Transparency: Improving Engagement with Calgarians which could provide recommendations on KPI's to be incorporated in this work.</p> <p><b>LEAD</b> Engage Team Supervisor</p> <p><b>SUPPORT</b> Local Area Planning Team</p> <p><b>COMMITMENT DATE</b> March 31, 2026</p>
<p><b>#2: Enhanced Engagement Feedback Documentation</b></p>	
<p><b>OBSERVATION</b></p>	<p><b>RECOMMENDATION</b></p>
<p>Feedback from in person engagement sessions is captured on sticky notes and later transcribed onto a coding sheet, and this manual process has an inherent risk of data loss, inaccuracies, and incomplete public input.</p> <p>The Engage Framework requires that feedback collected during engagement sessions is accurately recorded, securely stored, analyzed, and integrated into decision-making. Engagement processes should minimize risks of data loss and ensure transparency in capturing and reporting community input.</p> <p>Feedback from in-person engagement sessions is captured using sticky notes, photographed, transcribed and incorporated into coding sheets. Virtual session feedback is documented in Google documents and subsequently integrated into the coding sheets.</p> <p>The lack of real-time transcription and verification of feedback increases the risk of potential loss or omission of participant feedback, reduced accuracy, and completeness of public input, which could undermine trust in the engagement process.</p>	<p>2. The Manager Local Area Planning should enhance the manual transcription process by :</p> <ul style="list-style-type: none"> <li>a) Establishing a formalized process for real-time transcription and verification of feedback collected during engagement sessions where appropriate.</li> <li>b) Investigating the cost/benefit of digitizing feedback collection utilizing electronic methods such as tablets, online survey tools, or direct input into structured digital forms during in-person engagements.</li> </ul> <p><b>MANAGEMENT RESPONSE</b></p> <p>Agreed.</p> <p>The Local Area Planning team (including Communications and Engage) will identify points where handwritten participant feedback is collected and submitted and outline the risks to data integrity and the benefits of those current methods.</p> <p>The Local Area Planning team (including Communications and Engage) will investigate and review available methods or technologies for real-time transcription and verification of feedback as well as potential directly digitized</p>

	<p>collection methods that may reduce risks to data integrity.</p> <p>Based on the available technologies, the cost to implement, and the identified risks to data integrity, the Local Area Planning team will introduce these new processes where appropriate.</p> <p>The LAP team is aware of the current 3rd party review on EC2024-1130 Strengthening Transparency: Improving Engagement with Calgarians which could provide recommendations on feedback documentation to be incorporated in this work.</p> <p><b>LEAD</b> Engage Team Supervisor</p> <p><b>SUPPORT</b> Local Area Planning Project Leads</p> <p><b>COMMITMENT DATE</b> March 31, 2026</p>
<b>#3: Event Risk Management Practices</b>	
<b>OBSERVATION</b>	<b>RECOMMENDATION</b>
<p>Event risk management practices are not performed with full consistency in line with City expectations and best practice.</p> <p>Safety Plans and Event Risk Assessment (ERA) are required to be completed as part of the LAP engagement process. The Safety Plan and ERA identify potential risks, establish mitigation strategies, and outline clear emergency procedures, including health-related emergencies. Additionally, best practice<sup>6</sup> in public engagement recommends that a structured debrief should be conducted after each event to review safety concerns and identify opportunities for improvement.</p> <p>The LAP team has implemented various safety measures for engagement events, including Safety Plans, security personnel, and crowd control strategies. However, we identified the following inconsistencies in event risk management practices:</p> <ul style="list-style-type: none"> <li>ERAs were not completed for all events. Staff confirmed they had only started completing ERAs for events in November 2024 for the South Shaganappi LAP.</li> </ul>	<p>3. The Manager Local Area Planning standardize event risk management practices by:</p> <ol style="list-style-type: none"> <li>Implementing a process to support completion of an ERA for all public engagement events to systematically identify and mitigate potential risks.</li> <li>Develop and integrate clear, written medical emergency response procedures into all event safety plans, ensuring staff and attendees know how to access emergency medical services.</li> <li>Conduct and document structured debriefs after each event to review safety incidents, assess risk management effectiveness, and identify areas for improvement.</li> </ol> <p><b>MANAGEMENT RESPONSE</b> Agreed.</p>

<sup>6</sup> Alberta Municipalities Public Engagement Guide [RMA\\_ABmunis Public Engagement Guide\\_2023.pdf](#)

<ul style="list-style-type: none"> <li>• Undocumented medical emergency procedures. The Safety Plan template does not have a procedure for handling medical emergencies. For example, safety plans for the South Shaganappi and East Calgary International Avenue (ECIA) engagement events held on June 13, 2024, and February 16, 2023, respectively, did not address medical emergency procedures.</li> <li>• There was no formal documentation of post-event debriefs to evaluate safety incidents or improvements, instead staff relied on verbal debriefs.</li> </ul> <p>Inconsistent event risk management practices reduce the effectiveness of planning, which in turn may increase the risk of safety incidents, delayed response times and lack of visibility and response to recurring safety issues.</p>	<p>Engage will review the current ERA forms to ensure that they meet the needs of session staff and update these forms to include additional medical emergency response information. Completed ERA forms will be saved in the specific local area plan's project folder in the Program's document library (SharePoint) in advance of each event and will be distributed to participating staff via email and included in the meeting invite.</p> <p>Forms will be reviewed after each Phase of engagement to ensure compliance and appropriate documentation. A new structured debrief template will be developed for use following engagement events. Completed forms will be saved in the Program document library under the specific local area plan project folder.</p> <p><b>LEAD</b>        Engage Team Supervisor</p> <p><b>SUPPORT</b>        Local Area Planning Project Leads</p> <p><b>COMMITMENT DATE</b>        June 30, 2025</p>
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<b>#4: LAP Planning Assessment Process</b>	
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<b>OBSERVATION</b>	<b>RECOMMENDATION</b>
<p>The operation of the LAP Planning Assessment process is not fully aligned with the requirements of the Engage Framework.</p> <p>The Engage Framework requires an engage assessment to help employees navigate and develop a consistent approach to engagement in the work conducted by The City of Calgary in accordance with the Council Engage Policy (CS009). As part of the approval step, the project team is required to obtain proper sign-off from the relevant approver and submit the assessment to <a href="mailto:engage@calgary.ca">engage@calgary.ca</a> for records maintenance and/ or follow-up support.</p> <p>The ECIA and South Shaganappi LAP Planning Assessment was not approved by the General Manager, as required by the Engage Framework, given the project's size. Additionally, the assessment was conducted to cover past, current, and future LAP projects, rather than evaluating each project individually to determine its engagement impact and complexity. The assessment was not submitted to</p>	<p>4. The Manager Local Area Planning review the alignment between the LAP Planning Assessment process and the Engage Framework and if required propose/implement adjustments to support on-going compliance with the approvals and submission requirements.</p> <p><b>MANAGEMENT RESPONSE</b></p> <p>Agreed.</p> <p>Engage will review and provide an updated online Assessment Tool prior to the launch of each new local area plan, tailored to the unique context and attributes of each Plan area. The Manager, Local Area Planning will ensure GM sign-off of individual local area plan assessments. Engage staff will ensure that assessments are submitted to <a href="mailto:engage@calgary.ca">engage@calgary.ca</a> for records maintenance.</p>

<p>engage@calgary.ca for records maintenance and / or follow-up support and consequently the LAP team could not locate an earlier version of the assessment but rather completed a new assessment form during the audit.</p> <p>The assessment process is currently performed on the Jira platform (an issue management software), rather than the forms provided in the Engage Framework.</p> <p>Ensuring that the assessment is signed off by the proper authority helps to align different projects and the scope of engagement practices. Without submitting to the GM, there is a risk of inconsistency in the engagement process, which can reduce public trust, and reduce the effectiveness of engagement planning.</p>	<p>The LAP team is aware of the current 3rd party review on EC2024-1130 Strengthening Transparency: Improving Engagement with Calgarians which could provide recommendations on feedback documentation to be incorporated in this work.</p> <p><b>LEAD</b> Engage Team Supervisor</p> <p><b>SUPPORT</b> Local Area Planning Coordinators</p> <p><b>COMMITMENT DATE</b> March 31, 2026</p>
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**Acknowledgements**

The City Auditor’s Office conducts projects, including this audit, in conformance with the International Standards for the Professional Practice of Internal Auditing.

The City Auditor’s Office would like to thank staff from Local Area Planning and Customer Service & Communication for their cooperation and support during this audit.

**APPENDIX – Risk Matrix**

Risk	City of Calgary Engage Framework Principle
<p><b>Risk of Inequitable Representation.</b></p> <p>There is a risk that the engagement efforts may not represent neighborhood concerns equitably, potentially reflecting feedback primarily from specific groups while overlooking others (demographics, ethnicity, socioeconomic status, accessibility, homeowners, business etc.)</p>	<p><b>Inclusiveness</b>-The City makes its best efforts to reach, involve and hear from those who are impacted directly or indirectly.</p> <p>Opportunities are provided for citizens and stakeholders to get involved at the beginning and throughout a city project or initiative when decisions impact their lives.</p> <p>Best efforts are made to accommodate diverse needs and backgrounds, including those in accordance with Calgary Corporate Accessibility Policy CSPS003 and Welcoming Community Policy CSPS034. Opportunities are provided to create shared visions embraced by diverse interests.</p>
<p><b>Risk of Superficial Engagement.</b></p> <p>There is a risk that the engagement process may be seen as a formality with no real intention to consider public input, resulting in reduced public trust, leading to disengagement and resentment toward future engagement efforts.</p>	<p><b>Transparency</b>-The City provides clear, timely and complete information, and endeavours to ensure decision processes, procedures and constraints are understood and followed.</p> <p>The promise, purpose and limitations on engaging citizens and stakeholders are made clear.</p> <p>The roles and responsibilities of all parties are clearly communicated. Citizens and stakeholders are provided with relevant background and context about the project or work requiring engagement, as well as information about how to participate in the engagement process.</p> <p>The City communicates to citizens and stakeholders: What was heard – sharing input received; and how input was considered, or why input was not used, in decision-making.</p>
<p><b>Risk of Communication Barriers:</b></p> <p>There is a risk that communication barriers in the LAP engagement process could prevent certain groups from fully participating, potentially leading to misrepresentation or exclusion of their concerns (language, etc.)</p> <p>There is a risk that the use of online platforms can exclude individuals without internet access, digital literacy, or the necessary technology. This could lead to important perspectives being missed, leading to skewed</p>	<p><b>Inclusiveness</b>-The City makes its best efforts to reach, involve and hear from those who are impacted directly or indirectly.</p> <p>Best efforts are made to accommodate diverse needs and backgrounds, including those in accordance with Calgary Corporate Accessibility Policy CSPS003 and Welcoming Community Policy CSPS034.</p> <p>Opportunities are provided to create shared visions embraced by diverse interests.</p>



<p>feedback that doesn't represent the full community.</p>	
<p><b>Risk of Poor Communication.</b></p> <p>There is a risk that inadequate or unclear communication about the purpose, scope, results of the engagement process, and how much weight is given to public feedback, can confuse or frustrate participants. This may lead to participants feeling uninformed or misled, reducing trust in the process and making it less effective.</p>	<p><b>Accountability-</b>The City upholds the commitments it makes to citizens and stakeholders and demonstrates that results and outcomes are consistent with the approved plans for engagement.</p> <p>Stewardship of the Engage Policy lies with Council. The Chief Administrative Officer, and General Managers and/or designates, are responsible for adherence to the Engage Policy and stewardship of the Engage Administration Framework. The City's project managers and work leads are responsible for the correct and thorough completion of the City's engagement processes, as directed in the Engage Administration Framework. Customer Service &amp; Communications is responsible for the development and maintenance of the Engage administration Framework, including The City's processes, tools, training and data archives with respect to engagement.</p>
<p><b>Risk of Engagement Fatigue.</b></p> <p>There is a risk that continuous requests for input during each phase of the LAP without tangible outcomes or visible changes can lead to public disengagement and frustration. In addition, other active public engagements could compete for attention and increase engagement fatigue, people may stop participating in public engagement efforts, reducing the quality and quantity of feedback.</p>	<p><b>Transparency -</b>The City provides clear, timely and complete information, and endeavours to ensure decision processes, procedures and constraints are understood and followed.</p>
<p><b>Risk of Undefined KPIs for Engagement.</b></p> <p>There is a risk that the LAP team may lack clearly defined key performance indicators (KPIs) for their engagement process, resulting in insufficient measurement and evaluation of the effectiveness of their efforts.</p>	<p><b>Responsiveness-</b> The City of Calgary endeavours to understand citizen and stakeholder concerns.</p> <p>Timely information is provided to citizens and stakeholders about opportunities for input via channels that best suit the audience. Feedback is collected and delivered to citizens and stakeholders in order to share input on both engagement processes and outcomes.</p> <p>The City is receptive to hearing the views of citizens and stakeholders.</p>