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### 4.1 Engagement Cost Tracking and Monitoring

The Green Line project budget and cost reporting process does not provide clear visibility into the total budgeted or actual cost of communication and engagement. Total actual cost of communication and engagement could not be confirmed as not all resource costs are tracked, and complete budgets were not included in engagement plans. Green Line communication and engagement actual costs were approximately \$2.6 M for the three years ended December 31, 2016. Actual costs were based on activity code tracking and included consultant fees, direct costs for venues and events, but excluded regular ERU staff hours.

The Engage Policy guiding principles of Accountability and Commitment include stewardship and identification of the appropriate funding and resources for engagement processes. The Engage Framework and Tools identifies that a budget should include a breakdown of Engage staff hours and engagement hard-costs required to plan, implement, facilitate and close-out engagement. Without clear visibility into the communication and engagement budget and actual costs, the total cost of communication and engagement is difficult to determine, which could result in ineffective resource allocation and an inability to assess engagement cost effectiveness.

Engagement plans reviewed did not include an engagement budget with the exception of the 2016 and 2017 contractor annual work plans which included an engagement budget for external resources. Engagement plans reviewed did not include a budget for internal engagement staff.

Green Line project cost reports were not inclusive of all communication and engagement costs due to the following:

- Since October 2016, project cost reports included a breakdown of external consulting costs to separately identify the communication and engagement cost component. However, this breakdown applied to project-wide engagement costs and did not include engagement costs specific to the Southeast, North, City Centre or Beltline segments of the Green Line project.
- CSC recovered engagement costs from TI quarterly. In 2016 and 2017, the recovery was based on a fixed annual CSC communication staff charge of approximately \$516K (\$129K per quarter), which had not been updated since January, 2016. We noted that communication staff hours were tracked monthly starting in March 2016.
- Costs were allocated to the Green Line project based on the percentage of time spent by CSC staff on the Green Line project. However, the allocation did not include all ERU staff costs since ERU staff hours are not being tracked or charged to the Green Line project except for overtime.

#### Recommendation 1

The Green Line Project Manager include a communications and engagement budget in the approved annual engagement plans, based on cost estimates supported by activity work plans, and establish processes to support regular tracking, reporting, and review of all communication and engagement costs and forecasts.

Management Response

Agreed.

Action Plan	Responsibility
<p>Green Line Project Director to include a more comprehensive communication and engagement budget that is based on the following:</p> <ul style="list-style-type: none"> <li>• Inclusion of all direct costs associated for communication and engagement activities and based on the approved annual engagement plans. Costs to include but not limited to consulting fees, event costs, promotions and advertising, and communications and engage resource staff time.</li> <li>• Approved communication and engagement budgets to be assigned to the previously identified activity code within the cost breakdown structure.</li> <li>• Project analysts to meet with the communication and engagement project leads monthly to review expenditures to date, forecasts, and scope changes.</li> </ul> <p>CSC to provide cost estimates and activity work plans at the project level including forecasts of expenditure. This would include:</p> <ul style="list-style-type: none"> <li>• Annual engagement plan including the development of service level agreements in order to identify staff time.</li> <li>• Work plans outlining anticipated activities and linked to the projects key milestones.</li> <li>• As part of regular cycle of work, document work to be completed with forecasts of cost.</li> <li>• Track costs accordingly and ensure they are reported back against forecasts.</li> <li>• Identify scope changes and follow change management process.</li> </ul>	<p><u>Lead:</u> Project Director</p> <p><u>Support:</u> Manager Engagement &amp; Manager, Project Controls</p> <p><u>Commitment Date:</u> April 2, 2018</p>

Recommendation 2

The Director, Customer Service & Communication establish processes to ensure that communication and engagement staff costs can be attributed to individual projects, including the Green Line, and that cost estimates are kept up-to-date or reassessed at least annually.



Management Response

Agreed.

Action Plan	Responsibility
<p>This recommendation will be satisfied through the CSC-wide implementation of project-level time tracking and client priority setting &amp; tracking. Estimates to be included in project planning, reporting and close-out phases.</p>	<p><u>Lead</u>: Director, CSC</p> <p><u>Support</u>: Manager, Engagement &amp; Manager, Business Operations</p> <p><u>Commitment Date</u>: August 1, 2018</p>

**4.2 Evaluation of Engagement Process and Outcomes**

Formal evaluations of the overall Green Line public engagement processes and outcomes have not been performed since November 2015, although annual Green Line lessons learned meetings are held that include an engagement process component and evaluations are performed at the individual event level. The Engage Policy guiding principles include Accountability and Responsiveness to demonstrate that the results and outcomes of engagement processes are consistent with approved plans and that feedback is collected and delivered to stakeholders in order to share input on both engagement processes and outcomes. The Engage Framework and Tools identifies evaluation of both the engagement process and outcomes as a fundamental component of good engagement in order to document lessons learned that can be applied to future projects. Where there is no evaluation after completion of significant engagement milestones, there is a risk of inadequate assessment of engagement strategy effectiveness and a risk that the Green Line project team may not identify lessons learned and opportunities for continuous improvement that can be applied to future Green Line engagement.

No formal overall evaluation of the engagement process and outcomes has been performed since the Phase 1 Green Line Southeast Transitway Public Engagement Process Report prepared for The City in November 2015 by a consultant. This report documented how the public and key stakeholders had been involved in the design work done in the Southeast between January and October, 2015, including the approach used to assess the public engagement process.

One of steps in the Engage Framework and Tools is to perform a project close-out and lessons learned. However, there are no standards and guidance on what should be reviewed or guidance on interim lessons learned for longer or more complex projects.

Although engagement plans and activities tested in fieldwork generally met engagement criteria identified in the Engage Policy and the Engage Framework and Tools, we were unable to provide assurance that all engagement plans and activities in our sample met the criteria due to a lack of formal engagement documentation. Adequate documentation should be maintained to perform effective evaluations of engagement processes and outcomes and to support the principles of accountability and transparency.

Recommendation 3

The Manager, Engagement update the Engage, Framework and Tools to provide standards and guidance on the evaluation of the public engagement process and outcomes, including interim lessons learned for longer and more complex projects, and record retention requirements for key reference documents to support formal evaluations.

Management Response

Agreed.

Action Plan	Responsibility
<p>Commitments currently outlined in the Engage Policy, Framework and Tools will be supplemented by process and governance to ensure more consistent evaluation at predictable intervals.</p> <p>Following this, plans to update the Engage Policy in this regard will be included in the yet-to-be-determined update to the Engagement Policy.</p> <p>Further, CSC to examine its compliance with record retention requirements and ensure articulated processes are followed.</p>	<p><u>Lead:</u> Manager, Engagement</p> <p><u>Commitment Date:</u></p> <ul style="list-style-type: none"> <li>• July 2, 2018 to implement process for more regular intervals of evaluation.</li> <li>• December 31, 2018 for inclusion in the plan to update the Engagement Policy in 2019.</li> </ul>

Recommendation 4

The Green Line Project Manager establish processes to ensure that formal evaluations of public engagement processes and outcomes are prepared after completion of significant Green Line engagement milestones to inform the next phase of planning. Processes should include confirmation and maintenance of key reference documents to support formal evaluations.

Management Response

Agreed.

Action Plan	Responsibility
<p>Project Director to identify the key project milestones and the associated public engagement events that require formal evaluation. The process of evaluations will include post public engagement reviews including minutes, summary report, and lessons learned to be used to inform the next phase.</p> <p>CSC to ensure that evaluations at predictable intervals are made available to the Green Line Project Director to ensure that recommendations can be implemented or addressed.</p>	<p><u>Lead</u>: Project Director</p> <p><u>Support</u>: Manager, Engagement</p> <p><u>Commitment Date</u>: February 1, 2018</p>

**4.3 Reporting Back**

WWD reports or equivalent interim reports were not published to share how citizen and stakeholder input was or was not used by the project team in ongoing Green Line decisions. One of the guiding principles in the Engage Policy is Transparency, which requires The City to communicate to stakeholders how input was considered, or why input was not used, in decision making. The Engage Framework and Tools identifies the WWD report as a required document. Without WWD or equivalent interim reports, Calgarians and other stakeholders may lose confidence in the engagement process, which could negatively impact the success of the Green Line project.

Although the WWD report is a required document, there are no standards or guidance on when to issue WWD or equivalent interim reports on longer and more complex projects such as the Green Line. Green Line staff utilized in-person events to present constraints and allow participants to see how their input was used or not used. Although information was shared at these in-person events, the information may still not fully address how input results were used or not used in station alignment, transit infrastructure, connections to stations, and TOD study area results presented to Council, particularly if those Calgarians and other stakeholders have not been actively participating throughout the engagement process.

Some segments of the Green Line project, particularly the Beltline, evolved rapidly with potential options being added at short notice. After in-person engagement on three Beltline options in September 2016, Council voted on October 4, 2016 to continue to explore a fourth option that had been previously removed from consideration. Additional on-line engagement took place from October 4 to 18, 2016 on the four options. The WWH report combined input on the three options in September and input on the four options in October without providing additional explanation to help users understand how the engagement process evolved. A WWD report or equivalent report, may have provided more clarity on how the input on the three options leading up to the presentation to Council on October 4, 2016, and subsequent engagement was or was not used.

Recommendation 5

The Manager, Engagement update the Engage Framework and Tools to provide standards and guidance on issuing What We Did reports or equivalent interim reports on longer and more complex projects, to communicate how The City has considered and used public input in the engagement process.

Management Response

Agreed.

Action Plan	Responsibility
<p>CSC will make adjustments to the Engage Policy, Framework and Tools to ensure that What We Did and interim reports are completed to better articulate how The City has used public input in the engagement process.</p> <p>Following this, plans to update the Engage Policy in this regard will be included in the yet-to-be-determined update to the Engagement Policy.</p>	<p><u>Lead:</u> Manager, Engagement</p> <p><u>Support:</u></p> <p><u>Commitment Date:</u></p> <ul style="list-style-type: none"> <li>• Process, framework and tool improvements- May 31, 2018</li> <li>• December 31, 2018 for inclusion in the plan to update the Engagement Policy in 2019.</li> </ul>

Recommendation 6

Until guidance from the Engage Framework and Tools is updated, the Green Line Project Manager publish interim reports on how The City considered and used public input in the engagement process, annually or after the completion of significant Green Line project milestones.

Management Response

Agreed.

Action Plan	Responsibility
<p>At identified key project milestones, the Project Director is to review the public engagement reports prepared by the engagement team that identifies how public input was considered. Reports will be authored by the engagement lead, reviewed and signed off by the Project Director and published on the Green Line website/engage portal.</p>	<p><u>Lead:</u> Project Director</p> <p><u>Support:</u> Manager, Engagement</p> <p><u>Commitment Date:</u> April 2, 2018</p>