

## Engagement Strategy Community Representation Framework

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The Community Representation Framework project will evaluate the efficacy of organized community groups in representing communities and will clarify roles, relationships and responsibilities of such groups in building and sustaining complete communities. The City's policies, practices and role in supporting organized community groups will be examined and key stakeholders consulted to develop a framework for inputs into decision-making that maximizes relevant public benefit on matters related to community-building.

This document contains a high level engagement strategy and initial stakeholder mapping to guide how key stakeholders and partners will contribute and participate in the Community Representation Framework project. It is intended as a living document that will continue to be built out – especially in terms of specific focus, detailed actions, timelines and evaluative criteria - as the project progresses.

Significant stakeholder engagement has been conducted to inform the development of this strategy including discussions with representatives from the following groups:

- Federation of Calgary Communities (the Federation)
- Canadian Home Builders Association-Urban Developers Institute (CHBA-UDI) Calgary Region Association
- University of Calgary (U of C)
- Urban Land Institute-Alberta District Council (ULI)
- Calgary Planning Commission (CPC)
- Relevant City of Calgary Business Units:
  - Community Planning
  - Calgary Growth Strategies
  - Calgary Building Services
  - Facility Management
  - Calgary Recreation
  - Calgary Parks
  - Calgary Neighbourhoods
  - Calgary Housing
  - Engage Resource Unit
  - Communications
  - Intergovernmental and Corporate Strategy
  - City Clerk's Office
- Mayor and Members of City Council

### ENGAGEMENT OBJECTIVES:

- To support the development of recommendations to be put forward through the Community Representation Framework project that are informed by and/or developed through consultation and collaboration with identified stakeholder groups.
- To employ targeted and effective engagement skills and tactics to create an internal and external environment that supports the realization of the recommendations put forward through the Community Representation Framework project.

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- To actively demonstrate The City's commitment that those affected by the outcomes of the project have a right to be involved in the decision-making process.
- To respect the time, effort and contributions of all involved stakeholders by coordinating with and/or leveraging existing research, engagement and communications data and initiatives to the greatest extent possible.

### KEY STAKEHOLDERS:

<b>Members of Council</b>	Mayor and Councillors
<b>External stakeholders</b>	<p>Federation of Calgary Communities (the Federation)</p> <p>Canadian Home Builders Association - Urban Developers Institute (CHBA-UDI) Calgary Region Association</p> <p>Urban Land Institute – Alberta District Council (ULI)</p> <p>University of Calgary (U of C)</p> <p>Community Associations – Boards and Members (CAs)</p> <p>Resident Associations - Boards and Members (RAs)</p> <p>Active Calgary Developers and Home Builders</p> <p>Business Revitalization Zones (BRZs)</p> <p>Other Organized Community Groups (to be identified)</p>
<b>Internal stakeholders</b>	<p>Administrative Leadership Team – City Manager &amp; General Managers</p> <p>Representatives from relevant City Departments and Business Units</p> <ul style="list-style-type: none"> <li>• General Managers of Planning &amp; Development and Community Services</li> <li>• Directors of Calgary Recreation, Calgary Parks, Calgary Neighbourhoods, Calgary Approvals, Community Planning, Customer Service &amp; Communications, and others as identified through project charter</li> <li>• Managers/Representatives from the business units mentioned above, well as others as identified through project charter</li> </ul> <p>Representatives from aligned or intersecting projects</p> <ul style="list-style-type: none"> <li>• Community Association Futures (Calgary Neighbourhoods)</li> <li>• Citizen First workstream (Progressing Community Services)</li> <li>• Partnership Policy workstream (Progressing Community Services)</li> </ul>

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	Neighbourhood Partnership Coordinators (NPCs)
	Engage Resource Unit (ERU) <i>(identified as a key stakeholder, in addition to their role as an enabling service)</i>

### ENGAGEMENT STRATEGIES AND PROMISES:

Stakeholder engagement will be at varying levels of the engagement spectrum – primarily at the *listen & learn* and *consult* level, with some degree of internal *collaboration* – based on assessment by the project team and the outcomes desired. The Engage Resource Unit (within Customer Service & Communications) has already begun work with Community Representation Framework project team to develop and implement appropriate engage strategies and tactics to ensure objectives are met.

ENGAGE SPECTRUM	STRATEGY	IDENTIFIED STAKEHOLDER GROUPS	PROMISE TO STAKEHOLDERS	ENGAGEMENT AVENUES
<b>LISTEN &amp; LEARN</b>	Stakeholders and The City listen and learn about each others' views, plans, concerns and expectations.	<ul style="list-style-type: none"> <li>• Mayor and City Council</li> <li>• Organized Community Groups, as identified</li> <li>• Internal and External Subject Matter Experts, as required</li> </ul>	We will listen to stakeholders and learn about their plans, views, concerns, expectations and ideas.	<ul style="list-style-type: none"> <li>• 1:1 Meetings and Interviews</li> <li>• Additional opportunities and tactics will be further defined and determined once the project has moved through the chartering process. These will be developed through on-going dialogue with Community Representation Framework Task Force and as directed by the ERU.</li> </ul>
<b>CONSULT</b>	Stakeholders' feedback is obtained through consultation to analyze issues	<ul style="list-style-type: none"> <li>• the Federation</li> <li>• CHBA-UDI</li> <li>• ULI</li> </ul>	We will consult with stakeholders to obtain feedback and ensure their input is considered	<ul style="list-style-type: none"> <li>• 1:1 Meetings and Interviews</li> <li>• Participation on the Community</li> </ul>

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	and build alternatives, and thereby make contributions to the decision-making process. Consulting with stakeholders to ensure issues and concerns are understood and considered.	<ul style="list-style-type: none"> <li>• U of C</li> <li>• Members of Council</li> <li>• Representatives from Organized Community Groups</li> <li>• Managers from relevant City of Calgary business units</li> <li>• Internal and External Subject Matter Experts, as required</li> </ul>	and incorporated to the maximum extent possible. We undertake to advise how consultation impacted the decisions and outcomes.	<p>Representation Framework Task Force</p> <ul style="list-style-type: none"> <li>• Additional opportunities and tactics will be further defined and determined once the project has moved through the chartering process. These will be developed through on-going dialogue with Community Representation Framework Task Force, and as directed by the ERU.</li> </ul>
<b>COLLABORATE</b>	Stakeholders are considered partners in the decision-making process, including collaboration on analyzing issues, building alternatives, identifying preferred solutions and making recommendations.	<ul style="list-style-type: none"> <li>• Relevant City of Calgary Departments, Business Units and Work Teams (to include but not be limited to representatives from both the Department of Community Services and the Department of Planning &amp; Development)</li> </ul>	We will partner with stakeholders in a process that results in joint recommendations. We undertake to advise how collaboration impacted decision making.	<p>Co-Executive Sponsors</p> <p>Directors Steering Committee</p> <p>Cross-departmental Project Teams</p>

## RISKS & SENSITIVITIES

**Risk – There is known engagement fatigue among key stakeholders.**

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**Mitigation** – The Community Representation Framework project team will make every effort to align engagement activities across the corporation and beyond, leverage existing data and knowledge, and ensure that all engagement initiatives are carefully considered, meaningful and well managed. The project team will also undertake to advise stakeholders on how their participation impacted the decisions and outcomes thus demonstrating both value and appreciation.

**Risk – There is a wide breadth and disparity of expectations and aspirations on behalf of stakeholders.**

**Mitigation** – The scope of the Community Representation Framework project must be carefully defined and continuously communicated to ensure stakeholders understand the areas to be addressed through the project work.

**Risk – The project timeline encompasses two summer seasons, the election “red zone” and the 2017 election.**

**Mitigation** – Internal enabling services and partners – including the ERU, City Clerks and Communications – will support the development of an engagement program that upholds City protocol and policies and is appropriate given the time of year and political climate.

**Risk – Incorporating a formal BCC Task Force into the engagement program will impact the project in a variety of ways including a prolonged timeline, direct participation by both public and Council members and increased profile for the project and its outcomes.**

**Mitigation** – The Chair of the Community Representation Framework will work with other internal partners who have been involved in BCC groups to ensure that best practice is being followed, and that the administration of the group supports a positive and productive experience for all involved.

**Risk – The Engage Resource Unit not having the resources or capacity to support the project as required.**

**Mitigation** – The Engage Resource Unit will be involved in the project charter process which will ensure their understanding of the work/investment required and lead to a front-end conversation of how to best support the project.

### **RESOURCES FOR ENGAGEMENT**

A resource plan for engagement will be determined on the basis of project development.