

The Way Ahead Renewal - Public Involvement Plan for Renewal of Council's Strategic Plan - Additional Information

Recommendation:

That Executive Committee recommend to City Council:

1. That the Approach outlined in section 5.0 of Attachment 1 of the November 28, 2017, Urban Form and Corporate Strategic Development report CR_5197rev, be approved.
2. That Administration conduct public engagement using the revised 2050 vision as outlined in Attachment 4 of the November 28, 2017, Urban Form and Corporate Strategic Development report CR_5197rev.

Previous Council/Committee Action

At the November 7, 2017 Executive Committee meeting, the following motion was passed:

That the November 7, 2017 Urban Form and Corporate Strategic Development report CR_5197 be referred back to Administration for further work on the Vision, accompanied by an enhanced draft participant list.

Executive Summary

Council's strategic plan is being renewed for 2019-2028. In the first quarter of 2018, Administration will engage community and business leaders on an ongoing basis, and collaborate with them to host engagement sessions with their audiences, clients and memberships. Administration will then engage other community leaders, community volunteers and the public through a range of methodologies that aim to provide an inclusive, safe, and efficient method of gathering feedback from diverse voices, as outlined in the Public Involvement Plan Overview (Attachment 1). This phased approach is based on the initial research Administration conducted during the public involvement planning phase.

Administration will conduct engagement on Council's draft 2050 vision, draft strategic goals (Attachment 4), and seek input on indicators of success towards achieving these goals in Q1 2018.

Report

The City of Edmonton developed *The Way Ahead* strategic plan in collaboration with Council and Edmontonians, in 2008. The plan is Council's plan and provides direction on the city's priorities. *The Way Ahead* captured the city's vision for Edmonton in 2040 and established six, 10-year strategic goals to provide a clear focus for the future. Five supporting directional plans known as 'The Ways' addressed each of the strategic goals. These were *The Way We Move*, *The Way We Green*, *The Way We Live*, *The Way We Grow*, and *The Way We Prosper*.

The City is now embarking on renewing Council's strategic plan for the next 10-year period 2019 - 2028. Council approved a high level approach to update Council's strategic plan in November 2016 (Attachment 2). Council's updated strategic plan will provide direction and areas of focus for the city. The renewed strategic plan will integrate "The Ways" plans into a singular strategic plan that defines Council's priorities.

To date, Administration has completed the following activities, as outlined in the above approach:

- Two non-regular sessions with Council to garner feedback on the 2040 vision, principles and the ten-year goals that will inform the next version of Council's strategic plan, *The Way Ahead 2019-2028*
- Public Involvement planning
- Updates to the draft components of *The Way Ahead 2019-2028*
- One-on-one meetings with Councillors to get feedback on the participant list, the revised vision, principles and strategic goals

Administration conducted one on one interviews with Councillors between November 8-17, 2017 to obtain feedback on the revised Vision, principles and strategic goals, and the participant list in the Public Involvement Plan. A "What we Heard" document (Attachment 3) captures Council members' feedback, and the suggested changes are summarized below.

2040 Vision

Councillors expressed a wish to showcase a uniquely Edmonton vision that is people focused and paints a picture of a thriving, uplifting, inclusive community. Although there were many elements of the revised vision which resonated with Council, they indicated that it was too long, appeared to be a checklist, and should be updated to a 2050 Vision. In response to this feedback, Administration has drafted an updated vision (Attachment 4).

Draft Principles

A common theme was the notion that the city needs to protect and preserve what is here now, for the future. An additional principle for Council's consideration reflects this: *"Stewardship - We are grateful and recognize where we come from. We honour those who come after us by building a legacy and the future we wish to leave to them."*

Councillors shared additional feedback around the current draft principle, *Innovative*, and how this should be worded positively. The wording was revised to: *"Innovative - We encourage and support new ideas and solutions, wherever they come from. When new challenges emerge and something needs a new approach, we have the courage to change and take risks."*

Draft Strategic Goals

Councillors endorsed the current set of goals, however, some suggested an additional theme - *Effective Government*. Based on this input, Administration has added a fifth goal for Council's consideration: *"Open and Effective Government -The City of Edmonton government is open, transparent and accountable to Edmontonians."*

Council's revised 2050 vision, draft principles and strategic goals can be found in Attachment 4.

Engagement Approach

Administration completed a Public Involvement Plan for *The Way Ahead* renewal (outlined in Attachment 1) and sought public input on the involvement plan in March and April 2017. *The Way Ahead* renewal public engagement will also begin the engagement on Edmontonians' vision of the physical form and growth of Edmonton. This information will help inform the renewal of the Municipal Development Plan and Transportation Master Plan, and associated Public Involvement Plan. Administration has divided the Public Involvement Plan into three participant streams: community and business leaders, community volunteers, and the general public. The engagement approach will be inclusive, strategic, and authentic, using various forms of engagement that reflect the audience and take into consideration timing, length, location and setup. The project team will gather information through guided conversations, workshops and surveys.

The approach developed for this project focuses on connecting through networks, and expanding these networks based on suggestions and introductions from the groups and individuals the project team connects with. The networks will provide their organization's perspective and act as channels to gather feedback from the public they serve.

Draft Participant List

Administration met one-on-one with members of Council between November 9-16, 2017, to gather input on the draft participant list in the Public Involvement Plan. Administration has added all groups recommended by members of Council to the list, found on page nine of the Public Involvement Plan (Attachment 1).

Next Steps

Logistics planning and implementation of the Public Involvement Plan is ongoing and Administration will host a kickoff event in January 2018 with community and business leaders. Councillors will be invited to attend the kickoff event as well as community events and third party hosted sessions. The project plan for *The Way Ahead* renewal targets completion of an updated draft plan by second quarter 2018.

Public Engagement

The public is being asked to engage with the City to:

- **ADVISE** on Council's strategic plan by providing input into the goals, and
- **REFINE** indicators to measure the achievement of goals.

The Public Involvement Plan Overview (Attachment 1) for *The Way Ahead* renewal reflects the Engagement Spectrum created in the Council Initiative on Public Engagement in the Public Engagement Policy, and the input from the public involvement planning phase conducted in March and April 2017.

Budget/Financial

The 2017- 2018 revised budget for engagement is \$256,000 and will be covered through existing resources. This budget increased by \$100,000 to ensure Administration can accommodate expanded public engagement and potentially host an Indigenous Youth event.

Corporate Outcomes and Performance Management

Corporate Outcome: Edmontonians are connected to the city in which they live, work and play.

Outcome(s)	Measure(s)	Result(s)	Target(s)
Effective and efficient service delivery: Citizens contribute to decision making by City Council and Administration	Participation	To be collected (Q1 2018)	150 groups
	Participants report they are aware of how their input will be used	To be collected (Q1 2018)	80%

Risk Assessment

Risk Element	Risk Description	Likelihood	Impact	Risk Score (with current mitigations)	Current Mitigations	Potential Future Mitigations
Public Perception	Failure to effectively engage participants / public could result in a strategic plan that is not supported by key groups or the community.	3 - Possible	2 - Moderate	6 - Low	<p>Key thought leaders have been engaged (public involvement planning) to contribute to the development of the Public Involvement Plan</p> <p>Document and theme comments along with the raw data</p> <p>Produce a summary</p>	<p>Meaningful, big picture public involvement in 2018</p> <p>Document feedback through one consistent source</p> <p>Review lessons learned from recent City engagements</p>

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Attachments

- Attachment 1 - Public Involvement Plan Overview
- Attachment 2 - The Way Ahead 2019-2028 Approach
- Attachment 3 - "What we Heard"
- Attachment 4 - Council's Revised 2050 Vision, Draft Strategic Goals and Principles
- Attachment 5 - Current 2040 Vision

Others Reviewing this Report

- T. Burge, Chief Financial Officer and Deputy City Manager, Financial and Corporate Services
- C. Campbell, Deputy City Manager, Communications and Engagement
- D. Jones, Deputy City Manager, City Operations
- R. G. Klassen, Deputy City Manager, Regional and Economic Development
- A. Laughlin, Deputy City Manager, Integrated Infrastructure Services
- R. Smyth, Deputy City Manager, Citizen Services