

**City of Edmonton**  
***The Way Ahead***  
**Strategic Plan Renewal 2019 -**  
**2028**

Public Involvement Plan (PIP)



Prepared for:  
Lori Solon, Acting Director, Corporate  
Strategy Office  
City of Edmonton

Prepared by:  
Michele Perret, Stantec Consulting Ltd.  
Katie Soles, Soles and Company  
Megan Young, Communica

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## Executive Summary

The City of Edmonton's strategic plan, *The Way Ahead*, is being renewed for 2019-2028. The Public Involvement Plan (PIP) provides a framework for the City to engage participants and the public starting in November 2017 and continuing through 2018.

### 1.0 COMMITMENT TO ENGAGEMENT AND CONSULTATION

This PIP has been drafted recognizing that the City of Edmonton values public engagement processes and activities that contribute to policy, program, service, and project decisions by providing City Council and Administration with the best possible information to support decision making. The PIP for *The Way Ahead* renewal reflects the Engagement Spectrum created in the Council Initiative on Public Engagement, the Public Engagement Policy and the input from the public involvement planning phase conducted in March and April 2017.

**ADVISE:** During the public involvement planning phase of the project, City staff held conversations with 19 community leaders and business leaders to gather input for the development of the Public Involvement Plan (PIP) for the renewal project.

**REFINE:** Starting in November 2017 and continuing through 2018, the project will return to community and business leaders to continue to build relationships by collaborating on engagement sessions and seeking their ongoing guidance. The project team will also engage 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.

The public is being asked to work with the City to ADVISE on the city's strategic plan by providing input into the strategic plan's goals as well as REFINE indicators to measure the achievement of goals.

### 2.0 GOALS OF PUBLIC INVOLVEMENT PLAN

The following goals and objectives will guide the Public Involvement Plan:

- The public is being asked to work with the City to ADVISE on the city's strategic plan by providing input into the strategic plan's goals as well as
- REFINE indicators to measure the achievement of goals.

The engagement with the participants and public will focus on identifying whether the strategic goals resonate. We will collect input about what Edmonton will look like in ten years if these goals are realized and various ways to achieve the goals.

### 3.0 FACTORS CRITICAL FOR SUCCESS

During the public involvement planning phase in early 2017, community and business leaders offered their views on successful engagement. The themes heard are listed below as Factors Critical for Success

and incorporated into the PIP. The themes will further be reflected in the outreach to ensure a strong and defensible engagement plan.

### 3.1 BUILD RELATIONSHIPS

The City of Edmonton needs to develop and strengthen long term, ongoing relationships with the businesses, organizations, and institutions that influence Edmonton. Through stronger relationships, the corporation can effectively engage in a consistent, coordinated, outcome driven approach that provides input into decision making.

### 3.2 CREATE A CIRCLE OF COMMUNITY AND BUSINESS LEADERS

Discussions with community and business leaders reinforced the power of the third-party voice to open doors, establish and reinforce relationships, identify opportunities, and engage in creative ways. Each community and business leader agreed to support the engagement process. The project will create a Circle of community and business leaders, who will provide merge lanes into their networks for discussions around the strategic plan renewal. In return, the Circle will be supported through messaging, logistical support, and ongoing communication.

### 3.3 SELECTION OF PARTICIPANTS

The project team was asked to research in advance to understand the demographics of the city and the organizations that may be able to open doors into various groups. The project has developed a draft list of participants that reflect the diversity, depth, geographic area, and full scope of the city. The project will continue to ensure that the lists are inclusive and diverse. The approach developed for this project is focused on connecting through networks, and expanding these network based on the suggestions and introductions made by 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.



Fig 1: The network approach proposed for the project

### **3.4 A WIDE RANGE OF APPROACHES**

Recognizing that one size does not fit all, the project will determine the best approach for each engagement. Interactions may be as simple as being an item on a board agenda to as complex as a multi-audience or public workshop.

### **3.5 AUTHENTICITY IN ENGAGEMENT AND HOSTING**

Engagement for this project will be authentic and transparent. It must be values-based and purpose driven, incorporating the Guiding Principles for Public Engagement, as outlined in the City Policy on Public Engagement. Engaging in deliberate settings is important; the project needs to go to where people are rather than asking people to come to the project.

## **4.0 WHO TO ENGAGE**

Based on what was learned in the public involvement planning phase, including the Factors Critical for Success, the participants for the PIP have been divided into three streams: Community and Business Leaders; Community Volunteers; and General Public.

### **4.1 COMMUNITY AND BUSINESS LEADERS**

To build on the relationships developed during the public involvement planning phase and to empower the participants to contribute to the development of the renewed engagement process, the project team will work closely with the circle of community and business leaders. The project team will reach out to other participants, including those recommended by the community and business leaders.

### **4.2 COMMUNITY VOLUNTEERS**

Edmonton is known for its volunteer community. The project team will connect with people that are already engaged in the life of their city in some way. The engagement plan will connect with the almost 23 City of Edmonton Agencies, Boards, Committees, and Commissions as well as the Edmonton Federation of Community Leagues and the Edmonton Chamber of Voluntary Organizations.

### **4.3 GENERAL PUBLIC**

*The Way Ahead* renewal will provide an avenue for voices from the general public who will also be interested in sharing their voice through a wide variety of approaches, including pop up events, online discussions, and surveys. Approaches will be designed to seek input from those who may not usually become involved in civic discussions.

### **4.4 DRAFT PARTICIPATION LIST**

A draft list of organizations to engage has been developed based on feedback received during the public involvement planning phase. We have split the list of community members in 11 categories ([Appendix A](#)), determined by what we heard in the public involvement planning phase. It is important to note that the names provided below are not at all comprehensive; these are simply a starting point who will direct us on who else should be engaged. This list is in no particular order. The development of this list is in an

ongoing collaborative effort between community and business leaders, interviewed in the public involvement planning phase, and the City of Edmonton Project Team. This list will consistently grow based on the advice we receive from community members and is not meant to be exhaustive of who the project team will engage. The list will continue to evolve through the public engagement process. Contributions will come from 3 areas:

- **Community and Business Leaders:** It is anticipated that the community and business leaders will host conversations. It is up to them to determine their ‘guest list’, which may be a law firm, small high-tech company, an arts board, industry staff, a board of directors, a discrete interest group or a group of neighbours. This is truly community driven engagement.
- **Engaged Edmontonians:** Engaged Edmontonians have offered to host conversations for people in their sphere of influence. These may include groups in the faith community, groups like ‘End Poverty Edmonton’ or an industrial think tank.
- **Recommendations from community leaders, including City Council members.** Suggestions like “have you talked with so and so” or “You really need to connect with so and so” shall ensure our list is extensive, inclusive and community built.

Engagement is dynamic and the project team's approach to engagement is to recognize the diversity of the city, and encourage the voices to participate while we focus on listening. We are hoping to have diverse conversations, relevant to strategic planning while bringing everyone along.

## 5.0 APPROACH

The engagement with the community and business leaders, community volunteers and public will include facilitated discussions to understand their view of Edmonton in ten years as well as their thoughts, reactions and responses to the strategic goals. Reporting for the project will include “What we Heard” reports for each engagement activity, and a final “What We Heard and What We Did” report, to be provided to Council.

## 6.0 RISKS AND MITIGATIONS

RISK	SUMMARY	MITIGATION / CONTINGENCY
<b>Engagement Fatigue</b>	Open Houses and surveys have become a regular occurrence, which can result in the same people participating, or, people turning away from participation because they feel they have participated enough.	<p>Make the engagement interesting and meaningful so that people will want to participate.</p> <p>Be respectful of time and be very focused in approach; go to where people are instead of asking people to come.</p> <p>Make direct and personal invitations to target participants; help those invited understand why their voice is needed and how it will be incorporated.</p> <p>Align the messaging and approach with other City projects to foster seamless conversations.</p>

<b>Avoid Past Missteps</b>	Avoid engagement activities that were tried in the past but did not work in order to make the project meaningful and effective.	Incorporate the advice of City staff with recent engagement experience and encourage open communication.  Review lessons learned.
<b>Data Collection and Analysis</b>	participant feedback without proper protocols and analysis will not be meaningful.	Create a single voice of record, with one highly trained and consistent source managing participant data inputs, audits, analysis, and reporting.  Document and theme comments along with the raw data.  Produce a summary report for the public record.
<b>Missing the Forest through the Trees</b>	<i>The Way Ahead</i> will demand futuristic, big picture thinking. There is a need to anticipate some participants being eager to get into the details and 'fix' specific issues during engagement sessions.	Provide context to meetings; provide invitations that describe goals and expectations; use techniques to fire imagination and futuristic thinking and, facilitate sessions "on point".  Document and share input on specific issues with the relevant City staff where follow-up is required, to continue to build trust and maintain relationships.

## 7.0 TIMELINE



## 8.0 REPORTING

Reporting for the project will be tailored to meet several objectives of the project team to ensure information sharing throughout the engagement process is captured for the revised plan.

Reporting will include:

- **Weekly analytics updates** - An internal tool, proactive recording and reporting will provide evidence-based analytics to the project team on the engagement throughout the engagement process.
- **“What We Heard” reports** - These reports will be provided to engagement participants one-week following engagement activities to confirm their input has been heard, documented and how it is being incorporated to develop the revised plan.
- **Final “What We Heard and What We Did” report** – A final summary report will be provided to capture and analyze the feedback captured throughout the engagement process.

Prior to the start of engagement activities, reporting requirements and templates will be developed in early November in conjunction with the project team as part of the planning process.

## 9.0 PERFORMANCE MEASURES

To be able to measure success, the project team will track the following outcome associated with the engagement.

GOAL 1: Edmonton demonstrates a culture of Public Engagement	
Outcome	Measure
1.1 Public engagement results are viewed by City staff and the public as strategic assets, which means they are captured, shared, considered by decision-makers and referenced in future engagements.	% of participants that agree their input was captured.
	% of Results shared internally with staff and externally with participants within the prescribed time period after the engagement activity (requires a prescribed time period that may differ by type of engagement activity)
	% of participants, City leadership and City staff who agree the results of the engagement activity were considered in the recommendations.
1.3 The public have opportunities for ongoing, continuous dialogue beyond specific engagement projects or initiatives.	Edmontonians Assessment: Connected to community (Corporate outcome measure on “connected to community”)
GOAL 2: Public engagement displays mutual respect and benefit.	

Outcome	Measure
2.1 City staff and the public feel safe, respected and heard.	% of participants that agree they felt respected
	% of participants that agree they felt heard
	% of City staff that agree they felt respected
	% of City sStaff that agree they felt safe
	% of participants that agree they felt safe
<b>GOAL 3: Public engagement is inclusive and accessible.</b>	
Outcome	Measure
3.1 The public engagement process provides meaningful engagement opportunities for those most affected by and interested in the project or initiative.	% of those in the engagement plan identified as most affected and interested by the decision were engaged.
<b>GOAL 4: Public engagement processes are effective.</b>	
Outcome	Measure
4.1 The public engagement process is well designed and planned.	% of City staff that agree the activity achieved its stated objectives
4.2 The process is transparent so the public understands when, how and to what extent they will be engaged.	% of participants that agree the purpose of the activity was clearly explained
	% of participants that agree they had enough information to contribute to the topic being discussed
	% of participants that agree they understand how the input from the engagement activity will be used

<b>GOAL 5: Public engagement activities are well managed and efficient.</b>	
<b>Outcome</b>	<b>Measure</b>
5.1 Public engagement activities use resources efficiently.	Cost per project

## 10.0 APPENDIX A

11.0 A draft list of organizations to engage has been developed based on feedback received during the public involvement planning phase. We have split the list of community members in 11 categories, determined by what we heard in the public involvement planning phase. It is important to note that the organizations listed below are not at all comprehensive; these are simply a starting point to discover who else should be engaged. This list is in no particular order. The development of this list is in an ongoing collaborative effort between community and business leaders interviewed in the public involvement planning phase, and the City of Edmonton Project Team. This list will consistently grow based on the advice we receive from community members and is not meant to be exhaustive of who the project team will engage.

### Indigenous Serving Organizations

1. Native Counselling Centre of Alberta
2. Native Friendship Centre
3. NorQuest College
4. Native Senior's Centre
5. Homeward Trust
6. Canadian Native Friendship Centre
7. Boyle Street Aboriginal Services
8. Treaty 6
9. Metis Nation of Alberta
10. Edmonton Native Healing Centre
11. Bent Arrow

### Indigenous Professionals

1. U of A Aboriginal Law Students
2. Association of Indigenous Bar Association
3. Indigenous Medical Association
4. U of A Aboriginal Medical Students Association
5. ASKIK Indigenous Business Association
6. Alberta Aboriginal Arts
7. Braided Journey

8. Institute for the Advancement of Aboriginal Women

### **Social Services**

There are over 75 organizations that fall into this category. The project team will start by inviting the following organizations to attend a workshop. Each organization will also be invited to bring a guest (a client, member, staff member). In addition, pre-reading material will be provided, which can be used by the organization to capture feedback from their constituents prior to the meeting.

1. United Way
2. Boys and Girls Club-Big Brothers Big Sisters
3. YESS: Youth Empowerment and Support Services
4. Boyle Street Community Services
5. Pride Centre of Edmonton
6. SAGE: Seniors Association of Greater Edmonton
7. YMCA
8. YWCA
9. Edmonton Senior's Centre
10. iHuman Youth Society
11. Bissel Centre
12. John Howard Society
13. E4C
14. Interfaith Centre for Education and Action
15. Edmonton Evangelical Ministerial Organization
16. End Poverty Edmonton
17. Mustard Seed
18. George Spady
19. Homeward Trust
20. Metis Urban Capital Housing Corporation
21. Edmonton Inner City Housing Society
22. Capital Region Housing
23. ECOHH: Edmonton Coalition on Housing and Homelessness

### **Newcomers**

The groups below are usually the first point of contact for reaching out to Newcomers. Collaboration with these 8 groups will ensure that a wide range of newcomers, from those who are more settled in the community, to those just arriving will be included. They will also ensure inclusiveness of both breadth and depth of the Newcomer population.

1. Edmonton Mennonite Centre for Newcomers
2. Catholic Social Services

3. Africa Centre
4. Multicultural Health Brokers Co-operative
5. Edmonton Multicultural Coalition
6. REACH Immigrant and Refugee Initiative
7. Parents Groups established through REACH Edmonton
8. Refugees

### **Post Secondary**

University Presidents, Council and Faculty Deans will be invited to share their perspectives.

1. University of Alberta
2. MacEwan University
3. Concordia University
4. NAIT: Northern Alberta Institute of Technology
5. Norquest College
6. Kings College
7. Yellowhead Tribal College

### **Safe Communities**

1. REACH Edmonton for Safe Communities
2. 24/7 Crisis Diversion Team
3. Community Services Advisory Committee
4. Neighbourhood Watch
5. Edmonton Police Service
6. Pregnancy Pathways

### **Arts and Culture**

1. Edmonton Arts Council
2. Edmonton Opera
3. Edmonton Symphony
4. Varscona Theatre
5. Fringe
6. Theatre Network and Citadel
7. Art Gallery of Alberta
8. All Festivals (There are over 30 diverse festivals in Edmonton. The festival organizers frequently meet as a group to discuss collaboration, best practices and future plans. Engagement activities would tap into that group)
9. Multicultural Artists Group of Edmonton
10. Poet Laureate
11. Historical Laureate

12. Edmonton Public Library
13. Chinese Benevolent Association
14. Council of India Societies Edmonton
15. Sikh Federation of Edmonton
16. Heritage Council
17. Small Art Galleries

**Industry**

1. EPCOR
2. Enbridge
3. Capital Power
4. PCL
5. Ledcor
6. ATB
7. TELUS
8. Stantec
9. CWB

**Business**

1. Edmonton Chamber of Commerce
2. EEDC: Edmonton Economic Development Corporation, including Tourism
3. BIAs: Business Improvement Areas (124 Street, Alberta Avenue, Beverly, Chinatown, Downtown, Fort Road, French Quarter, Inglewood, Kingsway, North Edge, Northwest Industrial Old Strathcona, Stony Plain Road)
4. UDI: Urban Development Institute
5. BOMA : Building Owners and Managers Association
6. African Business Group
7. CEOs of Edmonton businesses
8. Alberta Innovates
9. Private businesses who are large employers (Stantec, The Brick, Katz Group etc.)
10. Women Entrepreneurs
11. The Capital Club
12. Edmonton International Airport
13. Business owners from Corner Store sites
14. West Edmonton Business Association
15. North Edmonton Business Association
16. Edmonton Real Estate Association
17. Canadian Home Builders
18. NAIOP Edmonton

19. Edmonton Global
20. Edmonton Construction Association
21. Chinese Business Community

**City of Edmonton Volunteer Agencies and Committees**

1. Accessibility Advisory Committee
2. Assessment Review Boards
3. Capital Region Housing Corporation
4. City of Edmonton Youth Council
5. Community Services Advisory Board
6. Edmonton Aboriginal Urban Affairs Committee
7. Edmonton Combative Sports Commission
8. Edmonton Design Committee
9. Edmonton Historical Board
10. Edmonton Police Commission
11. Edmonton Public Library Board
12. Edmonton Regional Airports Authority
13. Edmonton Transit System Advisory Board
14. Energy Transition Advisory Committee
15. Greater Edmonton Foundation – Seniors Housing
16. River Valley Alliance Advisory Committee
17. Subdivision and Development Appeal Board
18. Women’s Advocacy Voice of Edmonton Committee
19. Edmonton Federation of Community Leagues
20. Child Friendly Edmonton Advisory Group
21. Early Learning Steering Community

**Health**

1. United Way
2. Canadian Mental Health
3. Alberta Mental Health Foundation
4. Alberta Health Services
5. Health City representatives
6. Institute of Integrative Health
7. University of Alberta School of Public Health
8. Glenrose Hospital
9. University of Alberta Hospital

**Youth**

1. Student leaders from Edmonton Public School Board
2. Student leaders from Edmonton Catholic School Board
3. Student leaders from Edmonton Islamic Academy
4. Student leaders from all post-secondary institutions
5. City of Edmonton Youth Council
6. NextGen
7. City Hall School
8. Elementary classes studying municipal government as part of their curriculum (Grade 5)