



Policy Title: *engage! Policy*
Policy Number: FCS002
Report Number: OE2003-40
Approved by: Council
Effective Date: 2003 May 28th
Business Unit: Customer Service and Communications

BACKGROUND

The City of Calgary (Council and Administration) recognizes that decisions are improved by engaging citizens and other stakeholder groups where appropriate. The development of an engagement policy provides a foundation that ensures that there is a consistent and effective approach to stakeholder engagement across the Corporation.

The Citizen Engagement Project (CEP) was initiated by City Council in 2001 to improve the effectiveness of the City's engagement activities. A review of international best practices in stakeholder engagement was completed. As well, more than four hundred stakeholders including City Council, Administration and the public were consulted in the development of the Engage Policy.

PURPOSE

The Engage Policy provides the guidelines for the development of engagement processes for stakeholders, both external and internal.

The Engage Policy achieves the following:

- aligns with City Council priorities
- supports City Council's decision-making by providing information on stakeholders' opinions
- ensures consistent and clear practices
- ensures an appropriate level of engagement
- enhances the City of Calgary's reputation as an organization that listens to citizens and employees



POLICY

Engage Policy Statement

The City of Calgary (Council and Administration) recognizes that decisions are improved by engaging citizens and other stakeholder groups where appropriate, and is committed to transparent and inclusive processes that are responsive and accountable, and within the Corporation's ability to finance and resource.

The City of Calgary assigns a high priority to appropriately informing and involving citizens and other stakeholders early on and throughout the process, where the decision(s) impact their lives.

The City of Calgary assigns a high priority to informing and involving employees, and seeks to continuously improve internal relations throughout the Corporation by providing opportunities for staff to be engaged where appropriate on the Corporate decisions that impact their jobs and work life.

The Engage Policy is aligned with the Corporate Values, which are:

- Be honest and tell the truth;
- Pursue excellence;
- Be accountable;
- Be responsive, compassionate, and fair; and
- Treat others with respect.

Engage Cornerstones and Guiding Principles:

This policy incorporates 5 "Cornerstones" which are the principles for guiding action:

1. *Accountability* – The City will be accountable for acting in accordance with the commitments it makes to the stakeholders and will demonstrate that results and outcomes are consistent with promises it makes, while remaining responsible to the citizens of Calgary.
 - The process will be measured for consistency with the promises made to citizens.



- The process will be evaluated and the results communicated.
 - Outcomes of the process will be measured.
 - Design and implementation of the process and appropriate use of resources will be the responsibility of the assigned project leader(s).
2. *Inclusiveness* – The City will make its best efforts to reach, involve and hear from all of those who are affected directly and indirectly.
- Best efforts will be made to accommodate diverse needs, backgrounds, and challenges.
 - Opportunities will be provided to create shared visions embraced by diverse interests.
3. *Transparency* – The City will provide clear, timely and complete information, and will endeavour to ensure decision processes, procedures, and constraints are understood and followed.
- The promise, purpose and limitations on engaging stakeholders will be made clear and understandable.
 - The roles and responsibilities of all parties will be clearly communicated, understood and accepted.
 - Feedback will be provided on what stakeholders said and how their input was considered by the decision makers.
4. *Commitment* – The City, within its ability and work plans, will allocate available resources for effective engagement.
- Resources are to be applied appropriately to achieve an understanding of the key issues.
 - Staff will be trained and capable in supporting effective engagement.
 - Stakeholder time and resources will be respected and used effectively.
5. *Responsiveness* – The City of Calgary will be responsive, accessible and endeavour to understand citizen and other stakeholders' concerns.



- Efforts will be made to inform affected stakeholders of the issues.
- The Corporation will be prepared for, and responsive to, the views of stakeholders.
- Stakeholders will be given resources so they can help resolve community issues/problems.

Spectrum of Strategies and Promises:

This policy includes a spectrum of five strategies and associated promises related to reaching and involving citizens and other stakeholders, and external and internal stakeholder groups in specific engagement initiatives regarding planning, policy, and projects. Whenever The City embarks on an engagement process, the purpose of the engagement and the ‘promise’ will be clarified at the beginning of the process.

The spectrum of Strategies and Promises is:		
	Strategy	Promise
Inform:	To provide information that will assist stakeholders in understanding issues, problems, alternatives and / or solutions.	We will endeavour to provide information that is timely, accurate, balanced, objective, easily understood, and highly accessible. We will respond to questions for clarification.
Listen & Learn:	Both stakeholders and The City listen to and learn about each others’ views, plans, concerns, and expectations.	We will listen to stakeholders and learn about their plans, views, issues, concerns and expectations.
Consult:	Stakeholders feedback is obtained through consultation to analyze issues and build	We will consult with stakeholders to obtain feedback and ensure their input is considered and incorporated to the maximum extent possible. We undertake to advise how



	alternatives, and thereby make contributions to the decision making process. Consulting with stakeholders ensures issues and concerns are understood and considered.	consultation affected the decisions and outcomes.
Collaborate:	Stakeholders are considered partners in the decision making process, including collaboration on analyzing issues, building alternatives, identifying a preferred solution, and making recommendations.	We will partner with stakeholders in a process that results in joint recommendations. We undertake to advise how collaboration affected decision making.
Empower:	Aspects of the decision making process are delegated to stakeholders.	Where legislation permits, we will abide with the decisions made under delegated authority. Where legislation precludes making such a commitment in advance, we undertake to be guided by the outcome.

PROCEDURE

Application of the Engage Policy:

1. This policy applies to six zones of opportunity for engagement that exist within the Corporation:
 - Public participation in specific planning, policy, and project initiatives
 - Internal Relations
 - Customer Service



- Volunteer Participation
 - Community Development
 - Mandated processes involving public participation
2. Citizens and other stakeholders will be encouraged to adopt the Engage Policy's Cornerstones and Guiding Principles when invited to participate in engagement initiatives.
 3. The Engage Scope can be used in conjunction with the Framework and Tool Kit to help assess the scope of engagement that is appropriate for a potential project, plan or policy. The Scope gives an initial high level look at who might be engaged, to what degree, how they would be engaged and how much it could potentially cost. The Scope provides a quick analysis and is not a substitute for a comprehensive engagement planning and design process.
 4. The Engage Spectrum decision tool will be implemented by The City to help guide and determine the level of engagement that The City will embark on for stakeholder input.
 5. The Engage Tool Kit will be used by The City's trained facilitators to guide future stakeholder engagement processes.
 6. The Engagement Resource Unit will provide support Council, staff, partners and the public to help build engagement capacity within the Corporation. The Unit will advocate, co-ordinate and link engagement activities, standards and practices across the Corporation. It will provide advice, consultation and facilitation of engagement process design and provide internal training and orientation to the Engage Policy, Framework and Tool Kit
 7. Prior to embarking on any commitment to a level of engagement on a project or initiative, the Engage Spectrum and Tool Kit will be utilized by the Corporation to determine the level of investment and need for embarking on an engagement program.
 8. All engagement activities will occur within approved plans and funding of the Administration and any requests outside these approved plans must be referred through Council.
 9. Where appropriate, and to the extent feasible, The City will encourage, or contract for, the adoption of the Engage Policy by Civic Partners in conjunction with the Civic Partnerships Guide to Policy & Administration.



AMENDMENTS

None