

Appendix B3

Representative Engagement: Businesses

THE CITY OF CALGARY

Action Plan

2015 – 2018



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THE CITY OF
CALGARY

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1.0 Background

1.1 engage! Policy

The engage! Policy CS009 states, in part: “*The City of Calgary (Council and Administration) recognizes that decisions are improved by engaging citizens and other stakeholder groups, and commits to conduct transparent and inclusive engagement processes that are responsive and accountable.*”

1.1 Council Direction

On Nov. 18th 2013, Council, in line with the engage! Policy, provided direction for the development of an engagement strategy to contribute to upcoming budget planning for 2015-2018 stating, “The inclusion of stakeholder input as a component of the multi-year [business planning and budgeting coordination] process enhances the quality of Council Priorities, Departmental Business Plans, Budgets, and ultimately, the services delivered to Calgarians.” The resulting project, *Action Plan 2015-2018*, and its component engagement was designed to enable Calgarians the opportunity to provide their input on how The City should prioritize spending to continue to move The City towards achievement of long-term goals.



2.0 Engagement Overview

2.1 Engagement Goals

The overarching goal of *Action Plan 2015-2018* engagement was to, “Gather insights from citizens on Council approved tax rate scenarios, City services and priorities; and from staff on efficiencies and collaboration in order to inform Council decisions on indicative tax rates and Council Priorities; and, to inform Administration in the development of departmental business plans.”

2.2 Challenge of Scale

One of the primary challenges of the *Action Plan 2015-2018* engagement involved the sheer scale of the input required. Consultation would be sought on priorities and spending that would in some way impact virtually every City department. Furthermore, virtually every Calgary citizen was considered a stakeholder.

2.3 Engagement Strategy

Given the challenge of the wide scope of the project, both in terms of business operations impact and widespread stakeholder involvement, it was determined early on that no single engagement tactic on its own could provide enough input to support Council decision making. As a result, the *Action Plan 2015-2018* engagement strategy sought feedback across distinct streams, using multiple channels and a variety of methods in order to best gather the breadth of input required to span the Action Planning process.

2.4 Summary of Engagement Streams

Action Plan engagement was first grouped into three primary streams:

- **Representative Engagement:**
Qualitative research focused on service and spending priorities with a group of citizen representatives (Appendix B1), business /business agency representatives (Appendix B2) and social agency and community group representatives (Appendix B3). Representative engagement was planned and executed in conjunction with an outside research vendor (Ipsos Reid).
- **Internal Engagement:**
Focused on identifying emergent themes and collaborative opportunities with City employees (Appendix D2) and civic partners (Appendix D1). City employee engagement was planned and executed in-house by the Engage Resource Unit. Civic Partner engagement was planned and executed in conjunction with an outside vendor (Ipsos Reid).
- **Inclusive Engagement:**
Focused on service and spending priorities with on-line and in-person activities and events open to all Calgary citizens. The input collected was organized by three primary groups:



Budget Tools (Appendix C1), Priority Tools (Appendix C2), and Discussion Tools (Appendix C3). Inclusive engagement was planned and executed in-house by the Engage Resource Unit

2.5 Summary of Representative Engagement

Following industry best practice for qualitative research, the representative engagement stream of the strategy saw Ipsos-Reid conduct dialogue sessions with sample groups of Calgarians that were recruited based on specific characteristics, not self-selected. In these sessions some of the tax-related and service-related themes that arose from the annual Citizen Satisfaction Survey were more deeply explored.

2.5.1 Citizen Ideation

120 citizens were recruited for the session with 78 individuals actually participating on the day. Participants were able to simultaneously contribute thoughts and ideas through a computer in addition to voicing their options verbally throughout the session. Please see appendix B1 for a detailed overview.

2.5.2 Social Agencies and Community Groups Focus Groups

10 participants from a mix of social agency sectors were recruited for each of two focus groups. Participants were asked to discuss their thoughts on a variety of themes from the Citizen Satisfaction Survey. Please see appendix B2 for a detailed overview.

2.5.3 Business Focus Groups

10 participants from a mix of business sector agencies and associations were recruited for each of two focus groups. Participants were asked to discuss their thoughts on a variety of themes from the Citizen Satisfaction Survey. A detailed overview of this research is included in this document.

The representative engagement sessions were designed to contextualize the inclusive engagement stream. The citizen ideation session gave a check-in point to see that the results that were coming in on-line and at in-person sessions were not dominated by any one group of voices. The focus groups were also included to ensure that those voices were not missed from the Action Plan engagement.

