



Improving Engagement Implementation Plan

Briefing update

2026 September 22

Recommendations from KPMG *Strengthening Transparency in Engagement Report*

2026-2027:

1

Structure and manage engagement as a **function**.

2

Strengthen **controls** to follow through on policy.

3

Consistently organize engagement around specific **decisions and promises**.

2028+:

4

Strengthen **Interested Party analysis** to support selection of engagement tactics.

5

Manage **relationships** systematically.

Target Outcomes

Clearer,
more transparent
engagement

Predictable, more
coordinated
engagement across
The City

Stronger
accountability
through engagement
process

Inclusive and
accessible
participation

Transparent
decision-making
after engagement

Improved public
trust

Key Improvements

Stage gates

- Early needs identification through Engage Resource Unit's involvement in business unit planning
 - Portfolio approach to resourcing and relationship building
- Director sign-off
 - Documented agreement of engagement scope, level of engagement, commitment for how feedback will be used, and reporting requirements
- Mandatory What We Did reporting
 - Currently, completion is only encouraged

Accountability

- Clearly defined accountability and decision-maker throughout process

Service improvements

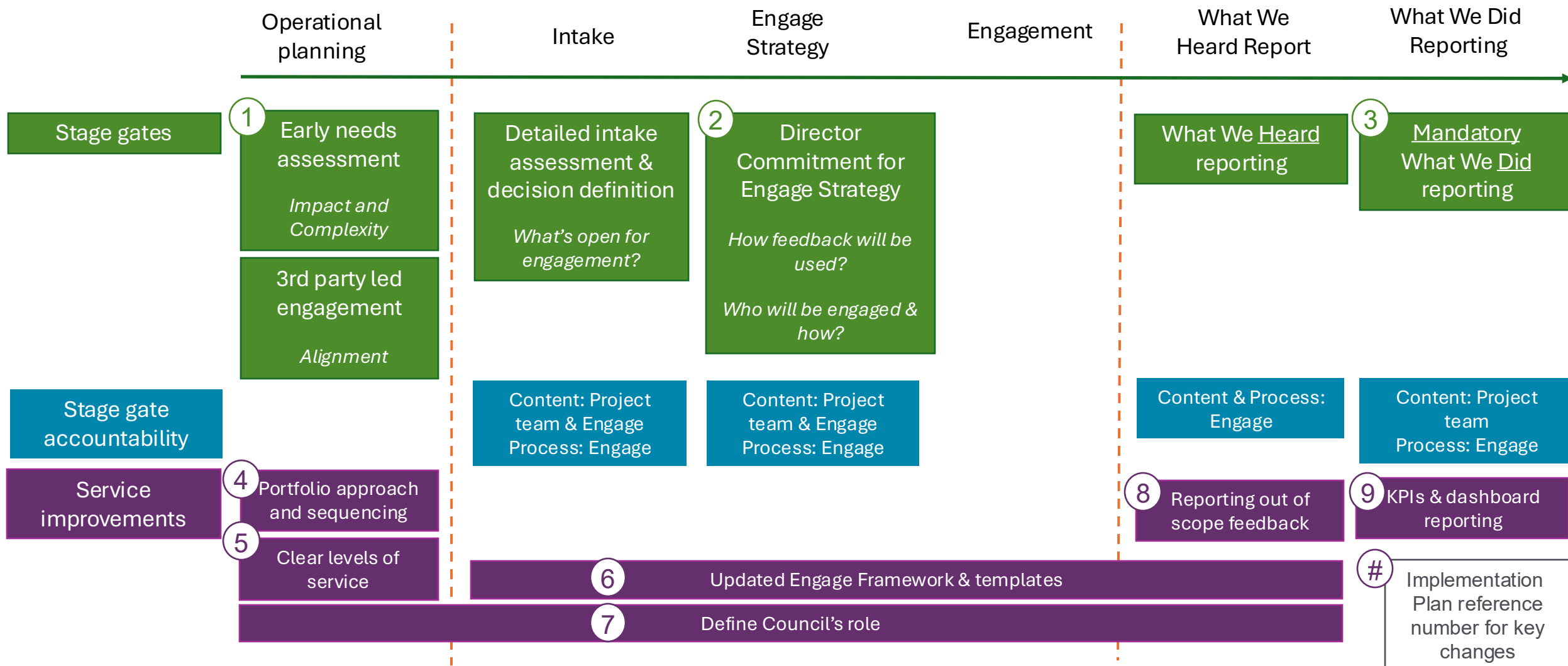
- Level of Service recommendations for project teams and Council to support engagement planning and direction
- Updated KPI's and reporting strategy

Updated engagement process map

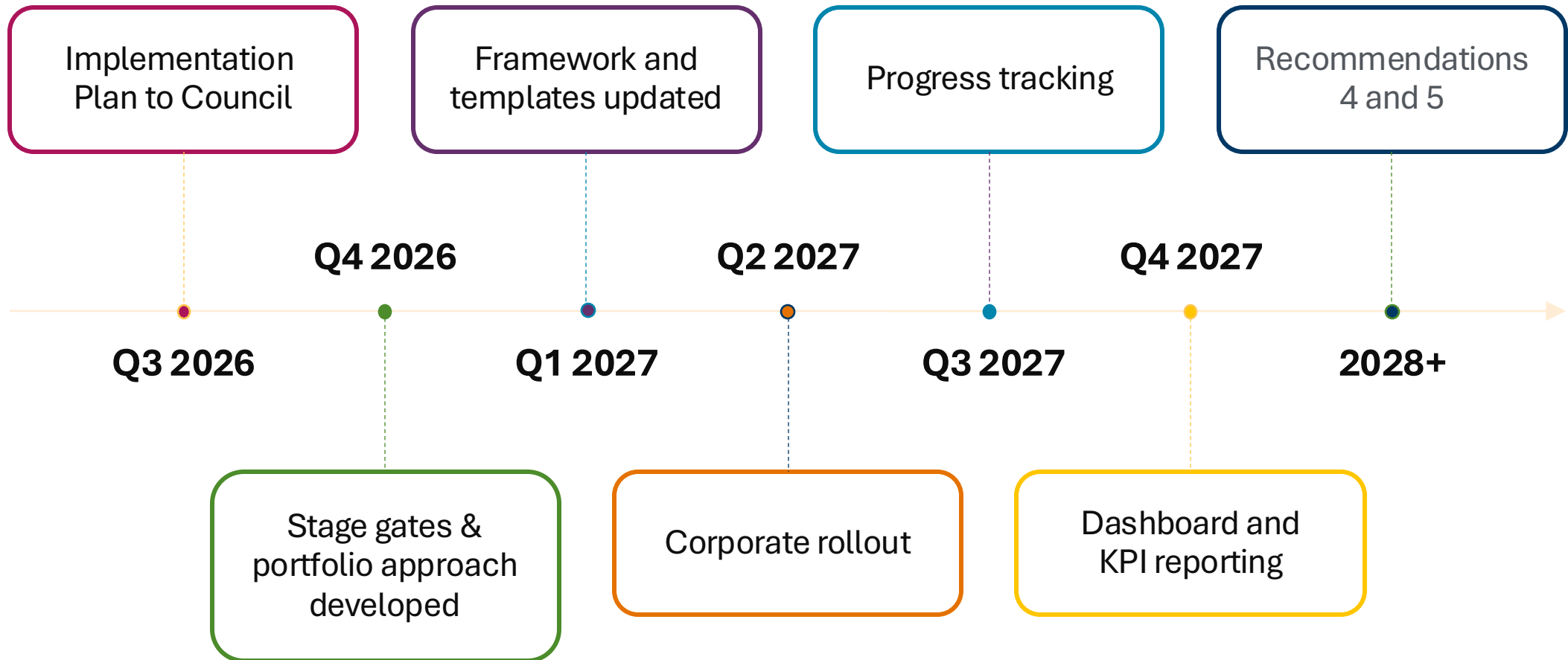
BEFORE ENGAGEMENT

DURING ENGAGEMENT

AFTER ENGAGEMENT



Implementation Timeline



Community outcomes connect to project-level practice

01 COMMUNITY OUTCOMES

- 1 Calgarians have enough opportunities to provide input into decision making about City projects and services
- 2 I am confident that The City of Calgary is working to improve how it includes Calgarians' input into important decisions
- 3 The City uses input from Calgarians in decision making about City projects and services
- 4 The City allows Calgarians to have meaningful input into decision making

02 BUSINESS PLAN MEASURE

Percent of engagement projects that report back to participants on how input was used ("What We Did" report)

03 OPERATIONAL INDICATORS BY PROJECT

(Draft KPIs to be confirmed)

Responsiveness and Impact

- Percentage of projects that met the promise made during engagement for how feedback would be used **(New)**
- What We Heard Reports communicate the complete range of themes and underlying values heard from participants (Existing)

Inclusiveness and Reach

- Percentage of projects with a detailed participant table that includes barriers to participation and actions to reduce those barriers to participation **(New)**
- Percentage of impacted and interested groups who are represented in engagement **(New)**

Transparency and Trust

- Percentage of participants who felt project scope, level of engagement decision inputs was clearly communicated **(New)**
- Percentage of engagement participants who indicate they understand how engagement input will be used (Existing)

Accountability and Improvement

- Percentage of participants who indicate that the engagement activities were an effective way for them to participate and provide input (Existing)
- Percentage of participants satisfied with the engagement scope and decisions open for input **(New)**