



## Document Overview

Project Name: **Recreation Master Plan**

Document Type: Engagement Plan or Strategy

What is an <b>Engagement Plan</b> or <b>Strategy</b> ?	What is a <b>What we Heard Report</b> ?	What is a <b>Final Summary Report</b> ?
<i>A document that outlines the objectives for conducting engagement, who we planned to engage with and what engagement activities were planned.</i>	<i>A document that outlines the feedback that was heard through an engagement process.</i>	<i>A document that describes the purpose for engagement, who we talked to, and how their input was used by The City to help make decisions.</i>
Why are we engaging?	To develop a long term strategic plan for The City of Calgary's Recreation Business Unit that is aligned with Imagine Calgary and long-term trends.	
What stakeholders are involved?	City Council, General Manager CS&PS, Director of Recreation, Division Manager, Recreation Management Team, The City of Calgary Business Units, Recreation Employees, The City of Calgary Employees, RMP Advisory Committee, Calgary Citizens, Special Interest Groups external to The City of Calgary, Media	
What are we talking to stakeholders about?	The components to be included in the Recreation Master Plan to meet the needs of Calgarians.	
When did this engagement happen?	December 2008 – August 2009. Implementation for 2010.	

# recreation MASTER PLAN

## Communications & Engagement Plan

**DRAFT**

**Updated: January 2009**

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## 1. BACKGROUND

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### Recreation Master Plan (RMP)

A general plan for managing recreation services within The City of Calgary has been in place since the 1980's and is now outdated. Beyond that general plan, there is no current long-term strategic plan for The City of Calgary's Recreation Business Unit. There is a need for a visionary guiding document that is aligned with ImagineCalgary and long-term trends.

The RMP is an administrative-driven plan that will address this need. It will provide long-term strategic direction for The City of Calgary and guide and manage the provision of recreational programs, services, facilities, and open spaces. It will take into account long-term trends and provide clarity regarding The City's role in service delivery.

The RMP takes into account an expanded definition of "recreation" that broadens its scope and touches a wider group of stakeholders. The working definition of recreation states that: "Recreation includes all those activities in which an individual chooses to participate in his/her leisure time." Such activities include sport and physical activities, artistic, creative, social, cultural, environmental, educational and intellectual activities.

A number of key initiatives provide input into the Recreation Master Plan:

- Community Sustainability Program
- Partnering Policy
- Council Priorities and BPBC 2009-2011

Several key studies will also inform the Master Plan development

- 10 Year Strategic Plan for Sport Facility Development and Enhancement
- Recreation Gap Analysis
- Arts Spaces Strategy & Capital Plan
- Recreation Land Acquisition Strategy

Development of the RMP will take place over the next two years with implementation scheduled for 2010.

### Identifying the Communications Issue

Development and implementation of the Recreation Master Plan (RMP) involves a number of internal and external stakeholders. The RMP will require support and engagement from various groups, at various levels, on various timelines. The added complexity that a number of projects and studies that are informing the RMP are being conducted at the same time, have potential for causing confusion among both internal and external stakeholders on the inter-relationships between the studies/plans.

Communications and Engage share the goals of creating awareness, fostering understanding and developing support for The Plan and how it impacts stakeholders at various levels. Various levels of engagement will be required from key stakeholder groups at various points in the two-year process of developing and implementing the RMP.

Understanding of, and support for the RMP will allow for the meaningful engagement needed to create a comprehensive plan that is of great value to all Calgarians.

## **Council Priorities/The City's Mission, Vision & Priorities (LINK TO 2009-2011 PRIORITIES))**

City Council is not currently aware of the RMP.

Council's priority of Building a Great City seeks to attain a community whose enriched quality of life is financially sustainable and accessible to all, a community that honours its history and embraces its future. To accomplish this The City will invest in life-enriching facilities and services by expanding investment in the arts, libraries, cultural facilities, recreation, sports and public spaces, and in protecting and respecting Calgary's heritage.<sup>1</sup>

The RMP will enhance partnerships, increase opportunities, and improve access for active, creative and healthy lifestyles for all Calgarians.

### **Alignment**

A number of studies and simultaneous development of plans and policies are providing the information and framework for the RMP.

A number of key projects provide input into the Recreation Master Plan:

- Community Sustainability Program for Community Association and Social Recreation Groups to include:
  - Lease/Licence of Occupation Review
  - Establishing Corporate Alignment protocols with Community Associations
  - Facility Management Review
- Partnering Policy
  - A policy that guides the formal relationships between over 400 external partners and The City in order to facilitate effective and efficient relationship management.
  - A partnership/collaborative arrangement is a formalized working relationship between The City of Calgary and one or more organizations with independent accountabilities in which they agree to co-operate on the delivery of a program or service that advance the vision/fulfills the objectives of The City, and where there is:
    - Mutual or complementary benefits;
    - Delineation of authority and responsibility between The City and partners expressed in a written agreement that sets out the terms of the arrangement (e.g., shared goal and objectives, reviewing and reporting on performance, etc.);
    - Joint investment of resources (such as time, funding, expertise, information);
    - Allocation of risk among partners.

A written agreement is any documentation that defines the roles and responsibilities of The City and partners(s) (includes Terms of Reference, MOUs, letters of agreement, legal contract, etc.).

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<sup>1</sup> Moving Ahead. Looking Forward: Council's Priorities 2006 - 2008

**Partners** can include organizations from the:

- Public (e.g., other orders of government, school boards, etc.),
- Not-for-profit, or
- Private sectors.

The time for development of this policy is through 2008, concluding mid 2009.

Several key studies will also inform the Master Plan development

- 10 Year Strategic Plan for Sport Facility Development and Enhancement

To further advance the benefits of amateur sport in the city and address future facility needs, the Calgary Sport Council in conjunction with The City of Calgary developed a Strategic Plan to establish priorities for sport facility development and enhancement over the next ten years.

- Recreation Amenities Gap Analysis

The Recreation Amenities Gap Analysis Studies will identify the current supply and current demand for City operated and non-City operated (publicly accessible) recreational services and provide some of the research to support a city-wide Recreation Master Plan. Consequently, the ultimate outcome of the studies is to protect and enhance recreational services for Calgary's increasingly diverse population, while providing guidance for the future provision of recreational opportunities and investments across the city.

- CADA Arts Spaces Strategy and Capital Plan

The Arts Spaces Strategy and Capital Plan acts as a compliment to CPRiP. The document guides municipal investments in Art and Culture infrastructure, leveraging significant additional funding from other orders of government and the private sector.

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## 2. RESEARCH

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### Situational Analysis

#### *i. Recent Developments/Current Situation*

The development of the RMP is being informed by a number of existing policies and plans. They include, but are not limited to:

- Open Space Plan
- Program Policy
- Imagine Calgary
- Plan it
- Live it (?)
- Fair Calgary

#### *ii. SWOT Analysis*

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Research into community recreation needs in Calgary</li> <li>• Ongoing commitment to engage with affected and invested groups both internally and externally</li> <li>• Strategic and creative communications expertise to develop clear, consistent and compelling messaging around RMP and related SPP work</li> <li>• Many highly interested and supportive stakeholders (internally and externally to The City)</li> <li>•</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Communication with internal stakeholders hasn't been consistent</li> <li>• Engage interested stakeholders in a way that's meaningful to them</li> <li>• Clarity about what will happen and when</li> <li>•</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Increased levels of public awareness of issues of health and well-being</li> <li>• Overlapping/numerous stakeholders (Opportunity for reinforced stronger messaging if consistent)</li> <li>• Create/strengthen relationships with key stakeholders</li> <li>• Opportunity to engage Calgarians and capture their vision for recreation</li> <li>• Opportunities for creative engagement of stakeholders</li> <li>• Strong commitment from the Recreation Management Team.</li> </ul>	<p><b>Threats/Risks</b></p> <ul style="list-style-type: none"> <li>• Number of SPP planning and research initiatives overlapping with, and informing each other, liable to cause confusion</li> <li>• Complex and sometimes competing timelines (logistics, strategy)</li> <li>• Overlapping/numerous stakeholders (possibility for confusion and frustration if messaging isn't consistent)</li> <li>• Managing expectations of interested stakeholders</li> <li>• Potential for KRA teams to not communicate with each other / working too independently</li> <li>• Capacity</li> </ul>

## **Audience Summary**

### **Recreation (business unit) audiences and their roles in the RMP**

#### *City Council*

- Approve the RMP
- Act as ambassadors for the RMP within Calgary community

#### *Council Champions*

- Buy-in for and acceptance of the RMP
- Support the RMP within Council

#### *General Manager, CS&PS*

- Administrative support/approval for project
- Support project within ALT
- Buy-in for and acceptance of the RMP

#### *Director, Recreation*

- Project sponsor
- Keep CS&PS GM and Community Service Directors apprised of project status
- Ultimate authority and responsibility for project

#### *Division Manager, SPP*

- Keep CS managers apprised of project status
- Maintain quality control of the project and plan

#### *Recreation Management Team*

- Is the RMP steering committee
- Decision making body for the project and plan
- Approve deliverables and final report
- Advises and provides direction for project

#### *Key Result Area (KRA)/BU owners*

- Ownership of designated KRA
- Support development of approach for KRA
- Provide content leadership
- Identify and release SME's as required
- Approve proofs of deliverables, drafts and final report

#### *SPP Process Lead*

- Provide process consulting for KRA streams
- Develop KRA approach
- Responsible for KRA and deliverables
- Handle allocated KRA issues, actions
- KRA strategy development
- Report writing, draft KRAs

**((Needs to be changed once we get input from project manager))**

#### **Technical Team (includes Support Services)**

- **Represent designated content areas**
- **Provides expert knowledge, business understanding, industry norms and trends**

#### *Recreation (business unit) employees*

- No specific role in the RMP develop as of yet. Some staff may be engaged on an as-needed basis.

### **City audiences outside of Recreation**

#### *City of Calgary employees*

- No specific role in the RMP develop as of yet. Some staff may be engaged on an as-needed basis.

#### *RMP Advisory Committee*

- Provide insight and input into the development of the Recreation Master Plan
- Represent groups from wider stakeholder community
- City business units and divisions, including:
  - Leisure Centres, Recreation – Brenda Olson
  - Animal & Bylaw Services – Lorelie Higgins
  - Strategic & Business Planning, CS&PS – David MacDonald
  - PlanIt Team, CS&PS – Patricia Gordon
  - Neighbourhood Services, CNS – Judie Drucker
  - Neighbourhood Services, CNS – Pam Meunier
  - Seniors Services, CNS – Rick Kanik
  - Children & Youth Services, CNS – Cheryl Joynt
  - FCSS, CNS – Peter Both
  - Cultural Development / Diversity, Recreation – Slawa Gruszczynska
  - Disability/Access Cultural Development, Recreation – Darlene Boyes
  - Parks – TBD
  - City of Calgary Intergovernmental Affairs – TBD
- Various groups external to The City
 

<ul style="list-style-type: none"> <li>○ Art Centres Public Art Board/staff</li> <li>○ Calgary Arts Development Authority</li> <li>○ Calgary Sport Council Calgary Public Libraries Calgary Board of Education</li> <li>○ Calgary Catholic School Division</li> <li>○ Mount Royal College</li> <li>○ SAIT</li> <li>○ University of Calgary</li> <li>○ Urban Development Institute</li> <li>○ Calgary Health Region</li> <li>○ Calgary Aboriginal Urban Affairs</li> <li>○ Federation of Calgary Communities</li> <li>○ Family and Community Resource Centre</li> <li>○ VRRRI</li> <li>○ Calgary Immigrant Aid Society</li> </ul>	<ul style="list-style-type: none"> <li>○ Calgary Catholic Immigration Society</li> <li>○ Calgary Seniors' Resource Society</li> <li>○ Calgary Children's Initiative (Youth Initiative)</li> <li>○ Child and Youth Friendly Calgary</li> <li>○ Boys &amp; Girls Clubs</li> <li>○ Girl Guides of Canada</li> <li>○ Hull Child and Family Services, Patch Project</li> <li>○ Governors for Children</li> <li>○ Westside Recreation Centre</li> <li>○ YWCA/YMCA</li> <li>○ Cardel Place</li> <li>○ Alberta Foundations for the Arts</li> <li>○ Alberta Tourism, Parks, Recreation &amp; Cultural</li> </ul>
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### **Audiences external to The City of Calgary**

#### *Calgary citizens*

#### *Citizen representatives of community organizations*

*Recreation users*

*Other key external stakeholders (per RMP charter):*

- Civic partners
- Universal access group/social services providers
- Private recreation service providers

*Funders*

*Media*

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### **3. ANALYSIS AND PLANNING**

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#### **COMBINED STRATEGIC APPROACH Communications & Engagement**

In order to develop the RMP, working teams have been created to focus on five Key Result Areas (KRAs). These KRA working teams have been assigned the task of developing different sections of the RMP. Once each KRA section is completed, the content will be compiled into a single document.

Each working team will decide how best to develop their sections of the plan and the tactics necessary for that development, within the overall strategy for the Recreation Master Plan. Communications and Engage will play a role in supporting the work of each of the KRA teams. However, coordinated, consistent communications and engage support is also necessary for the overarching project.

In order to do so, this combined communications and engagement plan acts as an overriding and guiding document for the entire project. It speaks to a higher level strategy. However, this plan is a living document that will be updated regularly. Changes will be made on an as needed basis to ensure the engagement section is best meeting the needs of the RMP project. Also throughout the beginning of 2009, more detailed media relations strategies and tactical communications roll-out plans will be outlined. At that point, we will explore how best to meet the RMP's overarching communication goals and objectives through use of resources such as the intranet, email newsletters, All Employees Network, The Link, calgary.ca, the Recreation newsletter, and social media.

Each of the KRAs may require slightly amended or enhanced communications and/or engage support, depending upon the strategies and tactics chosen for creating individual sections of the RMP. The communication and engage work will evolve as the KRA working teams move forward with their work. However, care will be taken to ensure all KRA communication and engage work aligns with the broader RMP communication/engage plan.

## **A. COMMUNICATIONS**

### **Communication Goals**

- To support the RMP in capturing the voices of key internal and external stakeholders, as collected through engagement and involvement in the research and planning processes.
- To generate input into, and support for The City's long-term vision for recreation in Calgary.

### **Communication Objectives**

- To facilitate the flow of information to Council and support the RMP team to gain Council buy-in for the RMP.
- To inform, engage, and get support from the General Manager, Community & Protective Services, Director, Recreation, and Recreation Management Team.
- To increase the awareness of the RMP with internal and external stakeholders and engage those stakeholders at key points in the development of the RMP.
- To inform all City staff of the development of the RMP.
- To inform the citizens of Calgary about the RMP and get their input into vision for recreation in Calgary.
- Support implementation of final product through education to stakeholders.

### **Key Messages**

Outlined below are a series of different messages related to the RMP. These messages are intended to be used in a 'mix and match' approach. Depending upon the goal of communication and the target audience(s), these messages can be mixed together in different ways. Not all messages need to appear in each communication.

- Calgary's growing and increasingly diverse population is putting pressure on its recreation facilities and programs.
- A Recreation Master Plan is being developed to help guide existing and future recreation facilities, programs, and services.
- We are looking at recreation in a broad sense, to include physical, artistic, creative, social, environmental, spiritual and intellectual activities for all Calgarians.
- Recreation Master Plans are a standard practice in large cities around the world. These plans help guide long-term recreation planning and development.
- The Recreation Master Plan will paint a 30-year vision for recreation in Calgary.
- The Recreation Master Plan will be developed over the next two years.

- The Plan will be informed by comprehensive research and will align with existing City policies.
- The Recreation Master Plan will help The City use tax dollars more efficiently on recreation-related projects.
- **Internal: All three Community Service business units (Parks, CNS & Recreation) are integral to the development of a Recreation Master Plan that will be valuable for all three business units as well as important to the wellbeing and enrichment of Calgarians. [ss: jan 14]**
- We need your input.

## B. ENGAGEMENT

### Overview

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.<sup>2</sup>

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.<sup>3</sup>

Input and feedback will be required by a variety of stakeholders at different points during the development of the Recreation Master Plan (RMP). The information gathered from stakeholders will be used to ensure the strength and validity of the RMP. Through incorporation of stakeholder feedback, the project team will gain further acceptance and support for the plan.

Engagement support is available to the Key Result Areas (KRAs), and at a minimum KRAs will check-in with engagement to ensure any strategy or tactics being proposed align with the overall engagement strategy. Engagement will, in turn, commit to keeping KRAs updated of any changes to this section of the plan. This engagement support will assist in mitigating any potential risk in regards to conflicting engagement strategies and or tactics drawn up by individual KRAs and or other projects targeting similar stakeholders.

Anticipated benefits of meaningful engagement, in combination with communications, include:

1. A clear understanding of the RMP project and how it relates to other policies, projects and studies.
2. Gather valuable information from stakeholders in regards to the RMP to ensure the Plan is an accurate and clear guide
3. Clearly explain to stakeholders where, on what, and when they are able to give input and how that feedback will be used. This will assist in managing expectations.
4. By engaging citizens, the project team will gain a better insight into what Calgarians expect of The City in regards to recreation service delivery.
5. By engaging internal stakeholders, the project team will ensure that the RMP will be aligned and not in conflict with other City plans and policies. It will also help gather more information and develop connections internally to enhance the RMP.

<sup>2</sup> engage! Policy. The City of Calgary. 2003

<sup>3</sup> Ibid.

6. Building a positive relationship with stakeholders, through communications and engagement, will help create ambassadors for the RMP who will positively promote The City and The City of Calgary Recreation.

## Risks

Meaningful engagement can also help to manage potential risks to any projects. Risks can be completely avoided, and it is worthwhile recognizing as many as possible so that the project team can be prepared to mitigate and or deal with them if they arise.

Some of the risks that could potentially affect the RMP are as followed.

- Due to the number of projects running concurrently, there is a risk of stakeholders confusing projects and providing out-of-scope feedback and advice.
  - Meaningful engagement, coupled with communications, will allow the project team to clearly and concisely explain the RMP and actively listening to stakeholders will allow the project team to evaluate their level of understanding. This evaluation will allow for changes to engagement and or communications to ensure stakeholders understand the RMP.
- A large number of stakeholders are being sought out by the RMP project team, this may increase time and stretch resources when doing engagement
  - Well thought out and planned engagement will ensure limited resources and time are used to the greatest value.
- Resistance to change from external stakeholders fearing that changes may not be beneficial to them.
  - Engagement and communications allow stakeholders to fully understand the changes and assist in increasing support for the RMP.
- Missing key stakeholders from an already large and hard to manage list.
  - A high level communications and engagement plan will be able to keep track of which stakeholders have been identified and contacted.
- Stakeholder representatives may change and require educating a new representative.
  - Being clear on the role and expectations for a stakeholder will assist in retention of current representatives. Keeping thorough documentation will allow the project team to quickly update any new stakeholder representatives.
- Failure to keep engagement promises may result in lack of support and or buy-in.
  - Obtaining buy-in from the project team and those involved with engagement on the engagement plan will reduce the risk of broken engagement promises. A high level communications and engagement plan will assist in detailing what promises have been made so that project team know where follow up is required.
- Inconsistent or unclear messaging surrounding engagement activities.
  - A combined communications and engagement plan will help lay out key messaging for the project team to use. KRAs are also able to tap into the communications and engagement resources so that consistency will be easier to maintain.
- Fear that feedback given will not be taken into consideration – lack of trust between The City and some of the stakeholders.
  - During engagement activities, the project team will need to be clear on what feedback is required, when, how it can be given, and what will happen to it. By following through with stakeholders on what happened with feedback, the project team will build a positive relationship with their stakeholders.
- Disagreements between stakeholders outside of the projects carrying through and affecting project feedback and decisions.
  - Clear meeting rules and agendas, along with strong facilitation will help to limit the amount of out-of-scope issues and topics from entering the feedback and

decision making process. A strong facilitator will be able to keep participants on topic, and will recognize ideas that maybe outside the scope but still on topic.

## **Engagement Goals**

- To provide a high level engagement strategy for the RMP project.
- To allow and encourage meaningful feedback from a variety of stakeholders at the appropriate time during the Recreation Master Plan project.
- To incorporate feedback, when and where appropriate, into the RMP so that the long-term vision for recreation in Calgary is as successful as possible.

## **Engagement Objectives**

- To provide a variety of appropriate engagement opportunities that will allow stakeholders to give feedback on different aspects of the RMP.
- Work with communications to ensure stakeholders know about the different engagement opportunities.
- Work with communications to ensure stakeholders understand the RMP project and what they are being asked to give feedback on, when they can give feedback, how to give feedback, and what will be done with the feedback.
- To communicate in a timely manner back to the stakeholders on what has been done with the feedback that has been given.
- To follow the above key messages to ensure consistency and clarity when meeting with stakeholders.

## C. IMPLEMENTATION

<b>Tactic:</b> Choose Council Champions			
<b>Audience:</b> City Council			
<b>Objective</b>			
<ul style="list-style-type: none"> <li>To facilitate the flow of information to Council and support the RMP team to gain Council buy-in for the RMP.</li> <li>To inform, engage, and get support from the General Manager, Community &amp; Protective Services, Director, Recreation, and Recreation Management Team.</li> <li>The increase the awareness of the RMP with internal and external stakeholders and engage those stakeholders at key points in the development of the RMP.</li> </ul>			
<b>Strategy</b>			
<ul style="list-style-type: none"> <li>Work with Jarret Hoebers and Melanie Clark to determine whether the General Manager, CS&amp;PS or Director, Recreation, have any preference over Council members chosen to be champions.</li> <li>If neither GM or Director has a preference, the RMP lead (in concert with others, if preferred) must decide which Council members to ask to be champions.</li> <li>Face-to-face meetings need to be held with the chosen Council members to discuss.</li> </ul>			
<b>Timeline</b>	<b>Responsibility</b>	<b>Materials required</b>	<b>Evaluation</b>
February 2009	Project Manager	<ul style="list-style-type: none"> <li>n/a</li> </ul>	<ul style="list-style-type: none"> <li>Council members chosen to be champions of the RMP</li> </ul>

<b>Tactic:</b> Monthly face-to-face meetings with the RMP lead			
<b>Audience:</b> Kurt Hanson, Director of Recreation			
<b>Objective</b>			
<ul style="list-style-type: none"> <li>To inform, engage, and get support from the General Manager, Community &amp; Protective Services, Director, Recreation, and Recreation Management Team.</li> <li>The increase the awareness of the RMP with internal and external stakeholders and engage those stakeholders at key points in the development of the RMP.</li> </ul>			
<b>Strategy</b>			
<ul style="list-style-type: none"> <li>Monthly meetings with the RMP lead and the Director of Recreation (Kurt Hanson).</li> <li>An opportunity for the RMP lead to inform the Director about progress with the plan, get his input, and ensure he is comfortable with the direction the plan is taking.</li> <li>To ensure we have a fully engaged, informed and supportive project sponsor.</li> </ul>			
<b>Timeline</b>	<b>Responsibility</b>	<b>Materials required</b>	<b>Evaluation</b>
Once a month beginning January/February 2009	Project Manager, Jarret Hoebers	<ul style="list-style-type: none"> <li>n/a</li> </ul>	<ul style="list-style-type: none"> <li>Director provides positive feedback on plan and endorses the RMP throughout The City</li> </ul>

<b>Tactic:</b> Employee communications			
<b>Audience:</b> Recreation & City employees			
<b>Objective</b>			
<ul style="list-style-type: none"> <li>• The increase the awareness of the RMP with internal and external stakeholders and engage those stakeholders at key points in the development of the RMP.</li> <li>• To inform all City staff of the development the RMP.</li> </ul>			
<b>Strategy</b>			
<ul style="list-style-type: none"> <li>• Leverage pre-existing internal communication channels to inform Recreation and City staff about the RMP.</li> <li>• Chosen channels may include (but not be limited to): <i>What's Up, What's Happening</i> (Recreation newsletter), CS&amp;PS intranet, All Employees Notice, MyCity (intranet), CS&amp;PS intranet, Employee Resource Pages (on Recreation intranet), email updates from the Director of Recreation.</li> </ul>			
<b>Timeline</b>	<b>Responsibility</b>	<b>Materials required</b>	<b>Evaluation</b>
TBD	Stacey Scott, Kristi Baron	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>

<b>Tactic:</b> City Talk			
<b>Audience:</b> External stakeholders including: citizens, recreation users, community organizations, civic partners, universal access group/social services providers, Private recreation service providers			
<b>Objective</b>			
<ul style="list-style-type: none"> <li>• The increase the awareness of the RMP with internal and external stakeholders and engage those stakeholders at key points in the development of the RMP.</li> <li>• To inform the citizens of Calgary about the RMP and get their input into vision for recreation in Calgary.</li> </ul>			
<b>Strategy</b>			
<ul style="list-style-type: none"> <li>• Leverage pre-existing communication channels to inform external stakeholders (including Calgarians) about the RMP.</li> <li>• An opportunity to get people to understand The City is renewing their long-term vision for recreation.</li> <li>• An opportunity to let Calgarians know how they can provide input into the RMP development process.</li> <li>• Participate in CityTalk (pre-taped Sunday morning interviews), Shaw Matters, QR77 Live from City Hall.</li> </ul>			
<b>Timeline</b>	<b>Responsibility</b>	<b>Materials required</b>	<b>Evaluation</b>
TBD	Stacey Scott, Kristi Baron	<ul style="list-style-type: none"> <li>• Speaking notes</li> <li>• Q&amp;A</li> <li>• Key messages</li> <li>• Spokespeople</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>

<b>Tactic:</b> Advisory Committee Meetings and Plan Review			
<b>Audience:</b> Advisory Committee (Key Internal Stakeholders)			
<b>Objective</b>			
<ul style="list-style-type: none"> <li>• Advise on the content of the terms of reference for the project, provide valued input through an issue identification workshop and work towards consensus on the content of plan, which will include input from a public participation process</li> <li>• To increase key stakeholder awareness of the RMP and understanding of the benefit of the RMP projects to their group in supporting their mandate.</li> <li>• To compel active engagement and full representation of key stakeholders in advisory and other support capacities.</li> <li>• To capture the input and expertise of key stakeholders.</li> </ul>			
<b>Strategy</b>			
<ul style="list-style-type: none"> <li>• The advisory committee meets for ½ day sessions quarterly to provide input and insight into the content of the plan.</li> <li>• Negotiate and/or mediate comments among key stakeholders.</li> </ul>			
<b>Timeline</b>	<b>Responsibility</b>	<b>Materials required</b>	<b>Evaluation</b>
Quarterly beginning June 2008 Plan review to be determined	Project Manager and team	<ul style="list-style-type: none"> <li>• PPT presentations</li> <li>• E-invites</li> <li>• Additional written materials as required</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Participants</li> <li>• Adequate representation from each group.</li> </ul>

<b>Tactic:</b> Social media			
<b>Audience:</b> City employees and external stakeholders including: citizens, recreation users, community organizations, civic partners, universal access group/social services providers, Private recreation service providers, media			
<b>Objective</b>			
<ul style="list-style-type: none"> <li>• The increase the awareness of the RMP with internal and external stakeholders and engage those stakeholders at key points in the development of the RMP.</li> <li>• To inform all City staff of the development the RMP.</li> <li>• To inform the citizens of Calgary about the RMP and get their input into vision for recreation in Calgary.</li> </ul>			
<b>Strategy</b>			
<ul style="list-style-type: none"> <li>• Use social media as an opportunity to: <ul style="list-style-type: none"> <li>a) get input into the RMP from a variety of audience,</li> <li>b) to hold mediated discussions on topics related to the RMP, and</li> <li>c) to increase understanding of and support for the RMP.</li> </ul> </li> <li>• Is an innovative form of audience engagement.</li> <li>• Could consider using existing social media sites or develop our own (like the Centre City blog)</li> </ul>			
<b>Timeline</b>	<b>Responsibility</b>	<b>Materials required</b>	<b>Evaluation</b>
TBD (Tactic must be fully scoped first)	Stacey Scott, Kristi Baron	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>

<b>Tactic: Public Open House Presentations [DL]</b>			
<b>Audience: Citizens</b>			
<b>Objective(s)</b>			
<ul style="list-style-type: none"> <li>To obtain awareness, understanding and appreciation of the RMP</li> <li>To obtain one last check on the content of the plan to ensure we have not missed anything.</li> </ul>			
<b>Strategy</b>			
<ul style="list-style-type: none"> <li>Formal presentations on the plan in either the 4 quadrants or 2 halves of the city.</li> <li>To provide opportunity for comment on the plan</li> </ul>			
<b>Timeline</b>	<b>Responsibility</b>	<b>Materials required</b>	<b>Evaluation</b>
TBD as per schedules	Stacey Scott, Engage	Content	

<b>Tactic: Citizen Engagement</b>			
<b>Audience: Citizens</b>			
<b>Objective(s)</b>			
<ul style="list-style-type: none"> <li>To inform the citizens of Calgary about the RMP and how it benefits them directly.</li> <li>To get feedback into the planning process</li> </ul>			
<b>Strategy</b>			
<ul style="list-style-type: none"> <li>Meetings in communities?</li> <li>Surveys</li> <li>Focus groups</li> <li>Is this not our Rec Gap Analysis process? If it is I don't think we need this. [DL]</li> </ul>			
<b>Timeline</b>	<b>Responsibility</b>	<b>Materials required</b>	<b>Evaluation</b>
Feb/March 2009	Stacey & Engage	TBD	

# Communications/Engage Timeline

