



Consultation Plan Needs Assessment Phase

Urban Parks Management Plan

Community Services
City of Edmonton



December 20, 2003

Table of Contents

Introduction	Page 2
Plan Preparation	Page 4
Review and Decision-making Process	Page 4
UPMP Staff Role	Page 4
Outcome of the Urban Parks Management Plan	Page 5
Working Definition of a Park or Open Space	Page 5
Objectives of the Consultation Plan	Page 6
Guiding Principles of the Consultation Plan	Page 7
Target Audiences for Consultation and Communication Activities	Page 8

Consultation and Communication Tactical Plan	Page 14
Tactical Outcomes	Page 14
Budget – Needs Assessment Phase	Page 19
Roles and Responsibilities	Page 21
Timeline Summary	Page 23
Next Steps for the Consultation Team	Page 24
Feedback Loops and Input Opportunities	Page 24
Future Consultation Needs – Project Next Steps	Page 25
Timing Considerations	Page 25

Introduction

The Urban Parks Management Plan (UPMP) project will provide the City of Edmonton a comprehensive, long-range plan for the acquisition, design, construction, preservation, maintenance and animation (use) of the City's parks and open spaces.

This long term policy framework will be built through a process designed to integrate industry best practices, innovative management approaches, current community needs and projected trends based on the changing demographics of our community.

The UPMP is being developed using the strategic corporate direction set out and approved within Plan Edmonton and the Departmental strategic direction outlined within the Community Service Integrated Service Strategy (ISS).

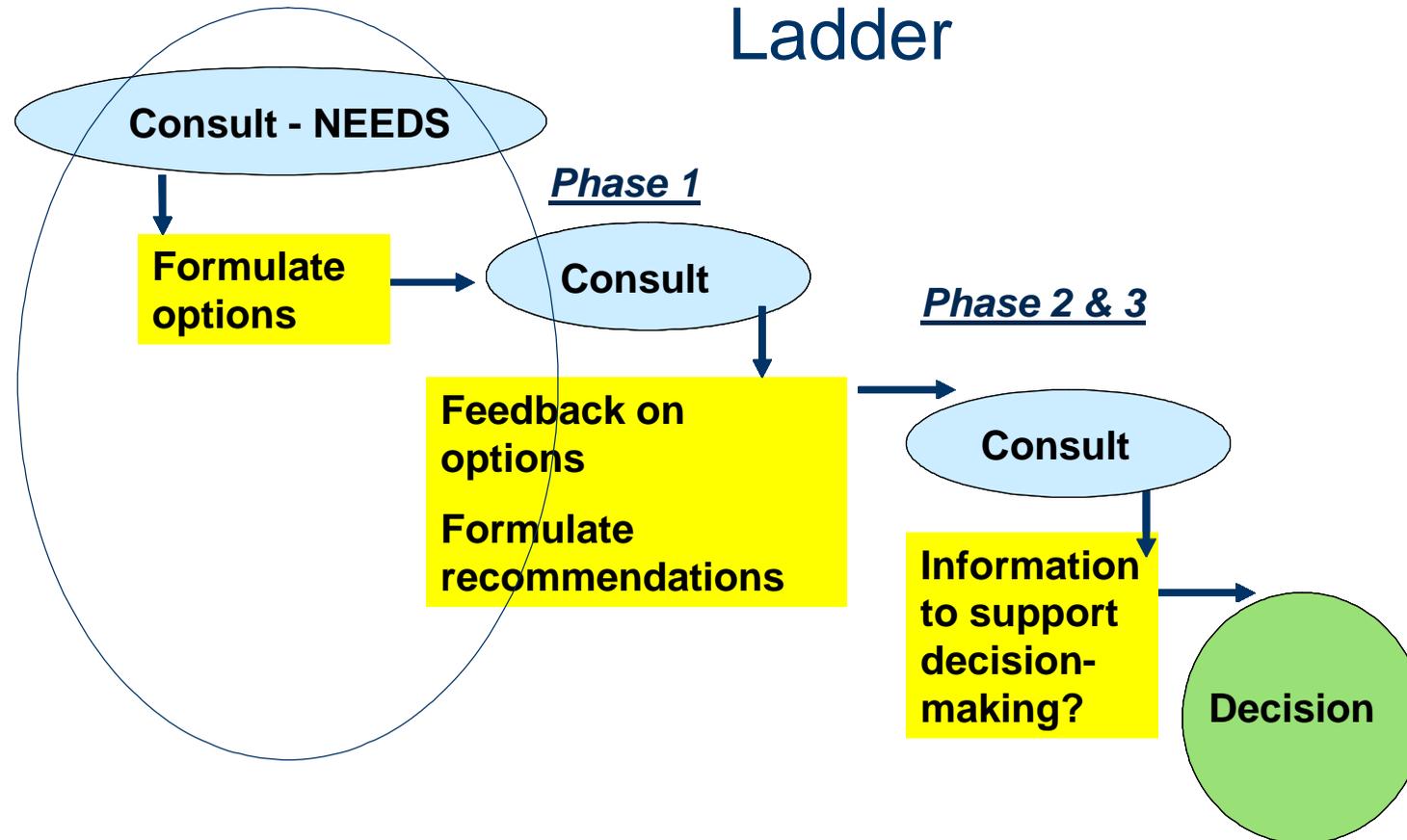
To date the UPMP team has completed a review of existing legislation and specific studies that relate to areas interconnected with the UPMP. These include Edmonton's Smart Choices Study, Future School Sites Study, Industrial Land Strategy, Conserving Edmonton's Natural Areas Policy, Transportation Master Plan, Multi-use Trail Corridor Study and numerous civic customer satisfaction and parks user surveys.

One element – albeit an important one - of the overall project development is public consultation. As a wide range of stakeholders, users and the general public will be impacted by the results of the project, these stakeholders need to have an opportunity at strategic points to influence UPMP's development and direction. The following Consultation Plan highlights the first phase of this consultation process (Needs Assessment) and identifies the target audiences that the project team should focus consultation and communication activities toward through the whole UPMP program.

In addition, the Department is over half way through the Facility Master Plan Project. This project has also had significant consultation and will be used, where relevant, in the development of the consultation activities and the analysis of public attitudes.

The following chart represents in broad terms the overall public consultation process and how it dovetails into the program development and decision-making process. The circled zone represents the part of the consultation process that this plan will address.

Public Consultation Ladder



Plan Preparation

As the consultant team finalizes the specific areas of consultation, we will strive to use existing data that is relevant. From the preliminary review of the material, there is a reasonable pool of data, particularly from stakeholders that can be drawn from and cross referenced as the new data is analyzed.

The proposed consultation plan was developed following a review of the existing material, project team briefings, interview with Facility Master Plan staff representative and input solicited from a cross section of Community Service staff during a 1 day staff workshop.

This input and experience was synthesized with the experience of the consultant team and integrated into a Draft Consultation Plan and presented to the project team, Project Matrix Team and Urban Parks Advisory Group. Additional input was provided to the consultant team and Final Draft Plan as outlined in the upcoming pages was completed.

The Consultation Plan is structured to reflect the original budget identified within the Request for Proposal (RFP). We have also re-focused some of the original activities to address needs that emerged through the preparation of the plan. However, as a result of the preliminary input from the Department, the Plan also identifies several optional activities that may be worthy of consideration that would require incremental resources.

The consultant team will use a variety of methods to capture information from formal survey questionnaires, to discussion notes summarized on flip chart sheets, to personal notes taken through interviews or taped sessions. These will be integrated into one report that creates the integrated picture on the key topic areas from a variety of perspectives.

Review and Decision-making Process

The consultant team will provide draft products to the UPMP team for their review and input prior to the consultant team finalizing the products. The UPMP may solicit input from other staff, the Project Matrix Team and the Urban Parks Advisory Group to support their decision-making. These products include discussion guides, survey, summit guides and draft report.

The City of Edmonton reserves the right to use any of the inputs into the UPMP in a manner that they deem to best fit the community interest. ***As in any consultation process, it is an input for consideration – not a decision-making process.***

UPMP Staff Role

The consultant team has been hired to design and implement a process to draw out, effectively listen to and understand key public's views, ideas, concerns and priorities. With the input collected the consultant team will provide an integrated report to the UPMP team. The report will provide the consultation results including recommendations in an appropriate format for the Project Team's evaluation and use in the development of program options and/or recommendations.

The UPMP Project Team are final decision-maker on all aspects of the project. In addition, the UPMP team will support the consultation process by providing any content specific material, background or contextual information/presentation material to enhance the effectiveness of the stakeholder and public consultation process.

The UPMP staff will provide strategic direction and final approval as to the key staff to interview, stakeholders (individuals and organizations) and any influencers that need to be targeted. This contact may be provided through the provision of mailing/contact list to the consultant team or by direct contact between City staff and stakeholders.

Outcome of the Urban Parks Management Plan

The UPMP, built on the principles of the Community Services Integrated Service Strategy (ISS) will provide the City of Edmonton a long range vision for leadership and commitment to:

- acquire,
- design,
- construct,
- preserve,
- maintain, and
- animate urban parks and open spaces.

The UPMP will provide a policy framework to ensure that Edmonton's parks, trails, river valley and natural areas:

- connect Edmontonians to their community and to each other,
- provide easy access to year-round recreation and relaxation, and
- bring natural beauty and grace to a vibrant urban environment.

To vision is further articulated by the following five statements:

1. Promote urban wellness.
2. Care for the environment.
3. Respect Edmonton's diversity.
4. Ensure accessibility.
5. Share stewardship.

Working Definition of a Park or Open Space

Parkland is defined as any municipal reserve lands or lands acquired using municipal reserve acquired for the purposes of recreation or school needs.

Parkland includes all neighbourhood, district and city open space including lands owned within the North Saskatchewan River Valley. Parkland is assembled for both indoor and outdoor activities.

Examples of outdoor activity uses include sports fields, trails, natural areas, playgrounds, sliding hills etc.

Examples of indoor activity uses include school facility needs (elementary, junior or high schools) acquired for use by the school boards, recreational facilities including but not limited to arenas, pools, soccer centres etc. and community league facilities.

The Facility Master Plan will address indoor recreational facility needs.

Objectives of the Consultation Plan

Departmental surveys indicated that the vast majority of Edmontonians use, experience or vicariously enjoy parkland on a regular basis. Because this amenity touches so many, it is both prudent and consistent with the direction articulated within the ISS, to offer a consultation plan that provides the opportunity for a wide range of Edmontonians to share their views on the design and development of Edmonton's parkland.

The objectives of the consultation plan are as follows:

- **Share information with the public and stakeholders** to ensure a common base of understanding.
- **Define any parameters** around the consultation activities to ensure that all participants understand any limitations to change that may be relevant such as legislative requirements.
- **Actively listen and strive to understand** to the various public needs and priorities prior to finalizing any decisions.
- Probe for **innovation solutions that are practical and usable**.
- **Respect that people may not agree** and allow divergent opinions to be heard and considered.
- **Use the consultation process to enhance and strengthen community relationships** – between each other and with the City.
- **Create open and transparent consultation activities** with both stakeholders and the general public to share their needs, ideas, opportunities and priorities.
- Ensure that the **input reflects the appropriate balance** between organized stakeholders and individual users and taxpayers.
- **Maximize the use of existing relevant data** where ever possible to avoid duplication of effort.
- **Share relevant data with other areas** of Community Services or the City of Edmonton.
- **Support the effective decision-making** through the development of UPMP.

Guiding Principles of the Consultation Plan

As the objectives of the Consultation Plan define what is to be achieved, the guiding principles highlight the fundamental principles that drive ‘how’ the plan will be designed and implemented. These are linked to both the overall UPMP Program outcomes and key strategic documents that drive the Department such as ISS.

The principles are as follows:

- **Consultation should be inclusive and accessible** to those who wish to participate within reasonable parameters of time and opportunity.
 - Not all people have to be involved with all activities, but people who wish to participate should be provided some forum to do so.
 - The plan has restraints around resources and time.
- **Input should be balanced to reflect the overall community well being.**
 - There should be reasonable opportunities for stakeholders, users, taxpayers and staff to share their views.
 - A balance will need to be found between the many specific interests and the broader common good.
- **Decision-making is transparent and accountable** to those who are impacted.
 - Participants need to know how they have been heard.
- **Common factual information base** underpins effective consultation.
 - Share information in a manner that helps all participants to better understand the facts around the issues and opportunities
- **Respect and value participant’s time and ideas.**
 - Don’t ask for things you can’t or won’t entertain.
 - Input is heard and respected even if it isn’t agreed with.
 - Be open to new ideas and new solutions.
- **Two way communication** is key.
 - Share, listen, confirm, listen and share
- **Input is not decision-making.**
 - Other factors will be integrated into the final recommendations.
- **Consultation is dynamic and flexible.**
 - The plan needs to remain flexible to respond to emerging needs that arise and are important.
 - The data may drive changes to the consultation plan.

Target Audiences for Consultation and Communication Activities

The following target audiences have been identified for communication and consultation activities around the general topics noted. These audiences have been identified based on input from Community Service's staff including the Project Matrix Team, the Urban Parks Advisory Group, a review of the various corporate documents and the consultant team's understanding of the community. Not all tactics will reach all audiences, however the overall plan is structured to reach a representative section of the community who are impacted by program and policy decisions anticipated through the UPMP.

It is important to note that these groups are not be completely independent of each other and that there are cross over contact with organizations and individuals.

While we have identified all the key audiences that we feel the overall UPMP should consider, some of these audiences are clearly identified through the tactical plan later in the document, some specific audiences may be more appropriate to target in later consultation activities and some audiences may require simple briefings or communication activity.

Through the implementation of the overall UPMP project, we recommend that at minimum some communication activities be designed to reach all of the target audiences.

Internal Target Audience	Examples of Participants	Consultation – Potential General Topics
<p>Community Service Staff</p>	<ul style="list-style-type: none"> ○ Staff actively working in the acquisition/planning (planners), design (landscape architects), maintenance (maintenance crew leaders), preservation (forestry, principle of horticulture) and animation (CRC's, social workers) area within Community Services 	<ul style="list-style-type: none"> ○ Probe <ul style="list-style-type: none"> ▪ Vision and principles and how staff see them applying to their area or job ▪ Specific areas around the 5 program areas (acquisition, design and construction, preservation, maintenance and animation) and any specific staff issues and options or alternatives for consideration <ul style="list-style-type: none"> • How would these suggestions dovetail or address the 5 operational principles of the UPMP as stated in the Outcome section? ▪ Current program delivery and/or management limitations and identification of alternatives that would address these limitations ▪ Implications of community and demographic trends ▪ Program priorities – how does this program relate to other program priorities that staff may face in their job? ▪ Community organizations, individuals that should be involved with the consultation project ▪ Success stories – what is working or what has worked elsewhere

Target Audiences for Consultation and Communication Activities (cont.)

Internal Target Audience	Examples of Participants	Consultation – Potential General Topics
<p style="text-align: center;">Civic Staff</p>	<ul style="list-style-type: none"> ○ Staff actively working in the Planning, Transportation and Asset Management in areas that impact the design and development of parkland or open space within Edmonton. ○ School Board representatives 	<ul style="list-style-type: none"> ○ Probe <ul style="list-style-type: none"> ▪ Vision and principles and how staff see them applying to their area or job ▪ Specific areas around the 5 program areas (acquisition, design and construction, preservation, maintenance and animation) and any specific staff issues and options or alternatives for consideration <ul style="list-style-type: none"> • How would these suggestions dovetail or address the 5 operational principles of the UPMP as stated in the Outcome section? ▪ Current program delivery and/or management limitations and identification of alternatives that would address these limitations ▪ Implications of community and demographic trends ▪ Program priorities – how does this program relate to other program priorities that staff may face in their job? ▪ Community organizations, individuals that should be involved with the consultation project ▪ Success stories – what is working or what has worked elsewhere ▪ Other inter-departmental initiatives that may impact UPMP and/or could dovetail into it

Target Audiences for Consultation and Communication Activities (cont.)

Internal Target Audience	Examples of Participants	Consultation – Potential General Topics
<p>Civic Advisors</p>	<ul style="list-style-type: none"> ○ City Advisory Committees such as <ul style="list-style-type: none"> ▪ Community Services Advisory Committee, ▪ Natural Areas Advisory Committee, ▪ Urban Aboriginal Committee, ▪ Non-motorized Transportation and Trails Committee, ▪ Environmental Committee, ▪ River Valley Alliance, ▪ Advisory Committee for the Disabled 	<ul style="list-style-type: none"> ○ Probe <ul style="list-style-type: none"> ▪ Vision and principles and how civic influencers see this project applying to their area ▪ Specific areas around the 5 program areas (acquisition, design and construction, preservation, maintenance and animation) and any specific issues and options or alternatives for consideration <ul style="list-style-type: none"> • How would these suggestions dovetail or address the 5 operational principles of the UPMP as stated in the Outcome section? ▪ Current program delivery and/or management limitations and identification of alternatives that would address these limitations ▪ Implications of community and demographic trends ▪ Program priorities – how does this program relate to other program priorities that staff may face in their job? ▪ Community organizations, individuals that should be involved with the consultation project ▪ Success stories – what is working or what has worked elsewhere ▪ Other inter-agency initiatives that may impact UPMP and/or could dovetail into it
<p>City Decision-makers</p>	<ul style="list-style-type: none"> ○ Community Services Senior Management Team ○ Senior Management Team ○ Council 	<ul style="list-style-type: none"> ○ Strategic direction including service priorities of the Department and the City and how it relates to this initiative ○ Information sharing on the process, planning and outcomes

Target Audiences for Consultation and Communication Activities (cont.)

Information Important for External Audiences

Consultation is enhanced when participants have an appropriate base of information to draw upon. Most participants have a very hard time providing meaningful input to broad issues with no reference point. Therefore, as UPMP moves into the external public arena, away from participants who are intimately familiar with park issues and/or civic program planning; the UPMP team needs to ensure that there is a basic information platform that all participants can draw from. This should include a basic overview of the existing situation, suggestions or ideas of what can be done from best practice reviews, community success stories and teaser ideas to help lay-participants “envision the potential”.

The level of ‘education’ offered within the consultation activity will vary depending on the tool from verbal descriptions within the survey to more graphic presentations for the Urban Parks Summit. Within the tactical plan we have identified the need for a communication strategy as a companion project that the Department should undertake with their Corporate Communications Department that would parallel the formal consultation activities.

It is important to note that the primary purpose of the Consultation Plan is to **listen to representative sample of the public so that UPMP can define the public and specific interest groups needs, ideas and priorities**. Another benefit of the consultation process for both the City and the community is the enhanced understanding of the issues and opportunities by the participating community members around park design and ...but education is not the primary purpose of the tasks. The City benefits from this because a more informed public can provide better input over the long term. Public information and/or education is important, however should be implemented through a parallel and incremental strategy and not confused with the primary objectives of the consultation program as outlined within this plan.

The following charts focus on the external target audiences and the general consultation topics to be undertaken by the consultant team. Specific public information messaging may be consistent with these topics but in all likelihood would also extend beyond the topics outlined here.

External Target Audience	Examples of Participants	Consultation - Potential General Topics
<p align="center">General Public</p>	<ul style="list-style-type: none"> ○ Random sample of household heads <ul style="list-style-type: none"> ▪ By basic demographic representation ▪ Gender split 50/50 ▪ Locational distribution by a minimum of 4 quadrants to a maximum of 6 zones ▪ Residents will be distributed across the City with and without easy access to the river valley ▪ Probe family use/activities as well as personal 	<ul style="list-style-type: none"> ○ Probe: <ul style="list-style-type: none"> ▪ Vision and principles ▪ Specific areas around the 5 program areas (acquisition, design and construction, preservation, maintenance and animation) focusing on areas of strong public interest. These could include park animation – what to do in parks year round, accessibility of parks – how close and/or how available, types of parks natural vs. programmable, maintenance levels and expectations, safety and security concerns, timeliness of development – i.e. wait in line or pay extra for extra services or other options. <ul style="list-style-type: none"> • How would these suggestions dovetail or address the 5 operational principles of the UPMP as stated in the Outcome section? ▪ Family use/activities and priorities

Target Audiences for Consultation and Communication Activities (cont.)

External Target Audience	Examples of Participants	Consultation – Potential General Topics
<p>Specific Priority Publics</p>	<ul style="list-style-type: none"> ○ As a part of the overall random sample representatives from the following target publics would be identified for specific review: <ul style="list-style-type: none"> ○ Low income – Based on City definition ○ Seniors ○ People with activity limitations ○ Foreign born residents (new cultural traditions or expectations that may be brought to Edmonton) ○ General public orientated participation <ul style="list-style-type: none"> ○ Aboriginals (Note this refers to randomly selected aboriginals not representatives from stakeholder organizations) ○ Youth – aged 9 – 18 that have an active interest or participation in park facilities 	<ul style="list-style-type: none"> ○ Probe: <ul style="list-style-type: none"> ▪ Vision and principles ▪ Specific ideas and program alternatives around the 5 program areas (acquisition, design and construction, preservation, maintenance and animation) focusing on areas of strong public interest. These could include park animation – what to do in parks year round, accessibility of parks – how close and/or available, types of parks natural vs. programmable, maintenance levels and expectations, safety and security concerns, timeliness of development – i.e. wait in line or pay extra for extra services or other options. <ul style="list-style-type: none"> • How would these suggestions dovetail or address the 5 operational principles of the UPMP as stated in the Outcome section? ▪ Family and individual use/activities and priorities ▪ What barriers exist to use and how to address them? ○ Identify through data analysis any ‘specific public’ needs, barriers or trends that may be specific to a targeted public and different from the general public
<p>Stakeholder Users and User Organizations</p>	<ul style="list-style-type: none"> ○ City-wide umbrella organizations such as EFCL, Major Field Sports Umbrella Organizations, Non Field Users Umbrella Organizations, Sports Council, Joint Use Committee (School Boards) ○ Individual recreation user groups and/or individuals, active community leagues, resident associations, multi-cultural organizations, aboriginal groups ○ Nature appreciation groups such as Edmonton Natural History Club 	<ul style="list-style-type: none"> ○ Probe: <ul style="list-style-type: none"> ▪ Vision and principles ▪ Specific ideas and program alternatives around the 5 program areas (acquisition, design and construction, preservation, maintenance and animation) focusing on areas of strong public interest. These could include park animation – what to do in parks year round, accessibility of parks – how close and/or how available, types of parks natural vs. programmable, maintenance levels and expectations, safety and security concerns, timeliness of development – i.e. wait in line or pay extra for extra services or other options. An emphasis would be placed on specific areas that focus on specific user experience <ul style="list-style-type: none"> • How would these suggestions dovetail or address the 5 operational principles of the UPMP as stated in the Outcome section? ▪ Priorities – what are must haves and what are nice to haves ▪ Managing competing priorities, ideas and alternatives ▪ Areas of concurrence and areas of opposition

Target Audiences for Consultation and Communication Activities (cont.)

External Target Audience	Examples of Participants	Consultation – Potential General Topics
<p>Stakeholders – Builders/funders</p>	<ul style="list-style-type: none"> ○ UDI ○ Individual developers in new areas ○ Other orders of government (Community Development and/or Government of Canada – Communication only at this time) 	<ul style="list-style-type: none"> ○ Probe: <ul style="list-style-type: none"> ▪ Vision and principles ▪ Development needs relating to the 5 themes with an emphasis on those areas that focus on building, developing and marketing communities ▪ New ideas and program alternatives ▪ Areas of concurrence and areas of opposition ▪ Financial impacts, opportunities, barriers and options
<p>Stakeholder Advocacy Groups</p>	<ul style="list-style-type: none"> ○ Environmental groups such as the Sierra Club, Alberta Environmental Network, Pollution Probe, alternative transportation organizations ○ Advocacy organizations for disabled, seniors, aboriginal and multi-cultural organizations ○ Business organizations such as the Chamber of Commerce ○ Regulatory bodies 	<ul style="list-style-type: none"> ○ Probe: <ul style="list-style-type: none"> ▪ Vision and principles ▪ Priorities – how does this fit within their priorities for the City ▪ Managing competing priorities ▪ New ideas and program alternatives ▪ Areas of concurrence and areas of opposition

Consultation and Communication Tactical Plan

The following tables outline the tactical consultation plan proposed for the Needs Assessment phase of UPMP. Where communication activities are important we have noted suggestions for the UPMP team's consideration.

The tactics were chosen to provide balance between the vocal stakeholder community, the broad taxpayer public and targeted publics identified within the ISS. The challenge presented to the consultation team in the development of the tactical consultation plan was to ensure that we gathered both qualitative and quantitative input from a representative sample of the target audiences.

Tactical Outcomes

To achieve this within the parameters of budget, time and staff resources the consultant team has chosen a mix of tactics. The **small group "content specialist" interviews are designed to draw out more content specific ideas**, options, issues and implications. The session will probe in detail their areas of expertise as well as their general views, suggestions ideas on the overall topics. The **broader internal cross departmental workshops are designed to understand the wider range multi-departmental perspective** on the overall vision, principles, 5 program areas and internal priorities.

The **results of the internal consultation tactics will start to provide information for the UPMP staff to craft some of the program content** ideas for the future development of options and recommendations and **will provide additional contextual background and ideas that will be used by the consultant team to encourage the external audiences to look 'out of the box'.**

The **Urban Parks Summit** is a facilitated **learn, listen and dialogue session with and between stakeholders and interested public representatives**. This format is a cost and time effective way to **deliver a common information base and solicit input on stakeholder and interested public needs, ideas, expectations and priorities**. The format means you can reach a large and varied range of stakeholders on several topic areas at once. Secondly it creates an opportunity to enhance key stakeholders understanding of the issues and opportunities through the pre-discussion presentation sessions. The **creation of an "event" around the topic provides the Department potential media relationship opportunities to enhance the overall awareness of the UPMP and parks related issues**.

Because certain target publics have been identified as a priority for the Department several **focused workshops** have been included. These provide opportunities **to hear these publics without competing voices so that the UPMP team can assess if there are specific needs or barriers that should be addressed in order to enhance participation by these targeted publics**. The outcome of these groups would be to probe similar areas as the broader public, but to identify specific program ideas, barriers or consistencies exist.

The nature of most of the **stakeholder and public consultation proposed is to capture ideas and not formal positions**. While there will be no formal options or recommendations presented to the public for reaction at this time, **key city-wide umbrella organizations may wish to provide a formal comment at each stage of the UPMP on what they see their organizations needs and priorities for urban parks to be**. To accommodate this expectation we have provided a **simple questionnaire/letter format to collect, track and integrate any formal organizational positions into the overall consultation report**.

With a better understanding of the content specific suggestions and the stakeholder views and priorities, a **public survey with targeted over sampling of the aboriginal population will be undertaken. The sample size is large enough to provide statistically reliable data on the needs, expectations, ideas, views and park priorities touching on the relevant program areas from the original 5 categories for the city-wide population and any trend direction of the targeted publics, geographic zones in Edmonton and key demographic segmentation**.

Balance Between Voices Important

The consultation tactics presented attempts offer a process that will deliver a reasonable, balanced representation of the views of a broad range of interests within the City and in the community for the needs assessment phase of the UPMP program within constrained resources.

The resource distribution is balanced between stakeholder and public tactics, with the emphasis towards external stakeholders. This was chosen as the internal audiences have more frequent and accessible opportunities to influence the direction, where the external opportunities are more defined and restrained.

Lastly, the final budget also reflects the incremental time and resources needed by the consultant team to support the UPMP team's decision-making process. This includes a series of presentations and feedback loops from the Project Matrix Team, Urban Parks Advisory Group and the Community Services Senior Management Team.

Consultation and Communication Tactical Plan (cont.)

Recommended Core Activity	Optional Activity	Target Audience					Budget - Basic As Per TDP Proposal		Budget - Incremental TDP Costs Additional Requirements		Budget - Other Departmental Expenditures	
		Internal		External			Fees	Expense	Fees	Expense	Fees	Expense
CONSULTATION & COMMUNICATION PLAN - NEEDS ASSESSMENT PHASE												
		CS Staff	Civic Staff	Stakeholders	Target Publics Random	General Public						
	Public Information Program - Corporate Communications to develop a public information program that would introduce the overall project, purpose, timing and outcomes. The program would develop key information support tools that would assist the public to help envision 'what might be'. This material would be launched prior to the external stakeholder consultation and distributed to key stakeholder organizations and through public facilities. Material would be the basis of a package for Summit participants and could include a web format. (PROPOSED DEPARTMENTAL ACTIVITY ONLY)											
Project Orientation, Literature Review and Finalization of the Consultation Plan - This includes start up meetings, review of documents by both consultations, workshop with civic staff, development of the Consultation Plan, development of preliminary interview questions and workshop content. Includes Project Liaison activities Consultation Planning Workshop, Project Matrix Team, UPAG							\$5,650		\$250			
Topic Specific Small Group Interviews (7 sessions, up to 2 hours each, 1-3 people - Parkland Design/ Development/Animation; Park Maintenance; Land Acquisition; Natural Heritage; Senior Leadership (GM))							\$500		\$600			
Civic Stakeholder Workshop (3 session, 3 hours each, 10 people - Cross section of key civic staff that have active involvement land use planning or land base activity management from Community Services, Transportation, Planning, Asset Management)							\$500		\$400			

Consultation and Communication Tactical Plan (cont.)

Recommended Core Activity	Optional Activity	Target Audience					Budget - Basic As Per Proposal		Budget - Incremental Costs Additional Requirements		Budget - Costs for Departmental Responsibilities	
		Internal		External			Fees	Expense	Fees	Expense	Fees	Expense
CONSULTATION & COMMUNICATION PLAN - NEEDS ASSESSMENT PHASE												
		CS Staff	Civic Staff	Stake-holders	Target Publics Random	General Public						
Stakeholder Communication - Consultation Advisory Letter - Using existing mailing lists and with cooperation of the Facility Planning Team, advise stakeholder groups of the upcoming process and invite them to indicate interest in being kept informed through the process. This is a generic notification and secures their approval to put their name and contact information on the UPMP mailing list (as required by FOIP) PROJECT DONE IN HOUSE												
Urban Parks Summit - Adult and Youth (Saturday, 9 - 2:00 - 5 hours, Total 65 participants - 50 stakeholder participants, 10 general public, 5 staff) Includes Project Liaison presentation to Project Matrix Team by one consultant							\$7,250	\$5,000				\$3,000
	Youth Mini Summit - Two workshop sessions - 2 hours each targeting 9 - 12 year and 13 - 16 year olds, max 15 per group. (PROJECT NOT FUNDED)											
Umbrella Organization Stakeholder Position Input (Invite targeted City Wide Umbrella Organizations 8 - 10 groups such as EFCL, UDI, School Boards (Joint Use committee), Primary Outdoor Sports Councils, Selected City Advisory Committees including Natural Areas Advisory Committee to provide a formal input through the completion of 5 - 10 broad needs orientated questions) - PROJECT NOT FUNDED												

Consultation and Communication Tactical Plan (cont.)

Recommended Core Activity	Optional Activity	Target Audience					Budget - Basic As Per Proposal		Budget - Incremental Costs Additional Requirements		Budget - Costs for Departmental Responsibilities	
		Internal		External			Fees	Expenses	Fees	Expenses	Fees	Expenses
CONSULTATION & COMMUNICATION PLAN-NEEDS ASSESSMENT PHASE												
		CS Staff	Civic Staff	Stake-holders	Target Publics Random	General Public						
	Advisory Committee/Targeted Publics Workshops (5 workshops, 3 hours each with either targeted Advisory committees or alternate representatives from the organizations. Targeted committees would be the Urban Aboriginal Committee, Natural Areas Advisory Committee, Advisory Committee for the Disabled and a group of representatives from seniors organizations.)								\$3,250			
Public Telephone Survey - Needs Assessment (Random sample of 600 (+/- 4.1%) with sub-publics of approximately 100 (+/- 10%) for seniors, low income households, households with someone with an activity limitation including seniors, foreign-born respondents, anticipated samples size of 30 for Aboriginal sub-public; gender 50/50 with family household head, max. 15 minute survey). Includes Project Liaison meeting Project Matrix Team for 1 consultant							\$9,750	\$9,000		\$4,500		
	Public Telephone Survey (Increase sample size of aboriginals to min. 50 - providing a +/- 14.7%) (PROJECT NOT FUNDED)											
	Urban Summit Session Notes - Rough notes from the Urban Summit compiled and circulated based on a request basis by mail or e-mail. These would be compiled in a format that makes it clear that it is rough data only and would not have any analysis or editing beyond basic grammar. This would be circulated within a couple of weeks of the session. PROJECT DONE IN HOUSE											

Consultation and Communication Tactical Plan (cont.)

Recommended Core Activity	Optional Activity	Target Audience					Budget - Basic As Per Proposal		Budget - Incremental Costs Additional Requirements		Budget - Costs for Departmental Responsibilities	
		Internal		External			Fees	Expenses	Fees	Expenses	Fees	Expenses
CONSULTATION & COMMUNICATION PLAN-NEEDS ASSESSMENT PHASE		CS Staff	Civic Staff	Stake-holders	Target Publics Random	General Public	Fees	Expenses	Fees	Expenses	Fees	Expenses
Integrated Consultation Report - Consultant's final report to be posted on City Web Site and a minimum of the Executive Summary distributed to participating stakeholders and identified organizations.							\$6,000		\$1,500			
Power point presentation - Consultant to design and write a PowerPoint presentation to support the presentation of the report to decision-making groups and for use by the Department. Includes Project Liaison meetings with Project Matrix Team, UPAG and CSMT with 1 consultant							\$3,000	\$3,500				
	Urban Parks Management Plan Newsletter - Two page summary of activities and key findings to date. This could be mailed, distributed to Councilors offices, key civic locations and posted on web site. PROJECT DONE IN HOUSE											
	Stakeholder Outreach - Department to offer presentations including a summary of key research findings, consultation results and upcoming steps and actions. PROJECT DONE IN HOUSE											

Budget – Needs Assessment Phase

Program/Phase	Approved Consultant Activity	Budget - Basic As Per TDP Proposal		Budget - Incremental TDP Costs Additional Requirements		Budget - Project Liaison		Program Sub Total	GST	Total
		Fees	Expense	Fees	Expense	Fees	Expense			
CONSULTATION PLAN - NEEDS ASSESSMENT PHASE										
Start Up and Consultation Plan								\$5,900	\$413	\$6,313
	Project Start Up, Literature Review and Consultation Plan Phase	\$3,750		\$250		\$1,900				
Stakeholder Consultation Program								\$17,500	\$1,225	\$18,725
	Topic Specific Small Group Interviews	\$500		\$600						
	Civic Stakeholder Workshop	\$500		\$400						
	Urban Parks Summit	\$7,000	\$5,000			\$250				
	Advisory Committee/Targeted Publics Workshops			\$3,250						
Public Consultation Program								\$23,250	\$1,628	\$24,878
	Public Telephone Survey - Needs Assessment	\$9,500	\$9,000		\$4,500	\$250				
Final Report and Presentation								\$14,000	\$980	\$14,980
	Report	\$6,000		\$1,500						
	Presentation	\$2,000	\$3,500			\$1,000				
Total Consultation Plan								\$60,650	\$4,246	\$64,896

**Note: The Project Liaison Budget reflects the consultant time for D. Alston and E. Markus to attend the various Project Team, Project Matrix Team, Urban Parks Advisory Group and Community Services Management Team presentations. See Feedback Loops and Input Opportunities for details. Consultant time for routine project input on the planning and preparation of the various tools is incorporated into the various tactical budgets.*

Budget – Needs Assessment Phase Summary

Budget Summary	Budget - Basic As Per TDP Proposal		Budget - Incremental Costs Additional Requirements		Budget - Other Departmental Expenditures	
	Fees	Expenses	Fees	Expenses	Fees	Expenses
<i>Project Orientation, Literature Review & Consultation Plan</i>	\$5,650		\$250			
<i>Stakeholder Consultation</i>	\$8,250	\$5,000	\$4,250	\$0	\$0	\$3,000
<i>Public Consultation</i>	\$9,750	\$9,000	\$0	\$4,500	\$0	\$0
<i>Final Report and Power Point Presentation</i>	\$9,000	\$3,500	\$1,500	\$0		
SUB TOTAL	\$50,150		\$10,500		\$0	\$3,000
<i>GST</i>	\$3,511		\$735		\$0	\$210
TOTAL	\$53,661		\$11,235		\$3,210	\$3,210
TOTAL APPROVED BUDGET	\$64,896					

Roles and Responsibilities

Recommended Activity	Consultant (TDP) Responsibility	City or Other Responsibility
CONSULTATION & COMMUNICATION PLAN - NEEDS ASSESSMENT PHASE		
Public Information Program		City to design and implement an information program to support the overall UPMP and enhance the public understanding of parks, park planning and the impact that parks have on a healthy community.
Topic Specific Small Group Interviews	Plan, invite, schedule and complete interviews, collect and assimilate data	Identify key technical staff within the Department to be interviewed and assist in booking a room to meet in. Review and approve discussion guide.
Civic Stakeholder Workshop	Plan, schedule, complete workshops, collect and assimilate data.	Identify and invite staff to workshop, book meeting room for workshop. Review and approve discussion guide.
Stakeholder Communication - Consultation Advisory Letter		Draft and send letter to Department's stakeholder mailing list including FOIP release and response form for future follow up. Establish database of respondents for use in event notification and information sharing.
Urban Parks Summit	Plan, organization logistics, run the consultation sessions with up to 4 additional facilitators. The consultant team will provide any written material that supports the consultation activity such as a Participant Workbook Discussion Guide. This material does not include any background information on existing parks system, options or considerations, best practises etc.	Provide input and assistance in securing the mailing list for potential participants, undertake any public advertising if required, place information on the web site. Prepare and deliver information sessions on research, park planning and alternatives. Prepare and produce any background information or display material to support the Summit. Review and approve the discussion guide.

Roles and Responsibilities (cont.)

Recommended Activity	Consultant (TDP) Responsibility	City or Other Responsibility
CONSULTATION & COMMUNICATION PLAN -NEEDS ASSESSMENT PHASE		
Advisory Committee/Targeted Publics Workshop	Plan, schedule, complete workshops, collect and assimilate data.	Identify committee participants to workshop, book meeting room for workshop. Review and approve discussion guide.
Public Telephone Survey - Needs Assessment	Prepare and implement questionnaire to targeted audiences as per the approved plan. Compile and analyze data and complete a report for the appendix of the final report. Secure an additional sample to address the aboriginal audience.	Define any specific outcomes required around specific target publics. To assist in the prioritization and selection of topic areas to be investigated. Review and approve the questionnaire. Assist the consultant team to identify potential lists that could assist in drawing up a random sample of aboriginals.
COMMUNICATION TO STAKEHOLDERS - CONSULTATION PLAN - NEEDS ASSESSMENT PHASE		
Urban Summit Session Notes	Provide working notes to the City in format collected.	Scan or copy notes and prepare as needed. If distribution is required then they will be prepared, edited and distributed to workshop participants through mail and/or e-mail. City to provide information for mailing list to consultant.
Integrated Consultation Report	Prepare the integrated report including recommendations and contextual information based on the input received from internal and external stakeholders with appropriate appendix material including the public survey report. This will be presented to the Project Matrix Team, UPAG (Project Team Leader) and Community Services Management Team (Project Team & Project Team Leader)	City to review and provide input on the Draft report and approve the final report. The City to convert the approved report into appropriate format for distribution or posting on the web, print and distribute to stakeholders list as they decide is appropriate. Department to brief other senior managers and/or Council
Power point presentation	Write and design power point presentation highlighting the consultation results. See above for presentations.	City to review final powerpoint presentation prior to Community Services Management Team provide any input for final product and convert it if required for distribution to internal or external stakeholders.
Urban Parks Management Plan Newsletter		City to contract or write the newsletter and distribute it to the mailing list. This could include other information beyond the consultation program and an updated timeline of activities.
Stakeholder Outreach		City to send letter offering presentations to stakeholder groups who have expressed an interest in the project. Staff to present information and prepare handout material.

Timeline Summary

Recommended Activity	Target Audience	Timing							
		Nov.	Dec.	Jan.	Feb.	March	April	May	June
CONSULTATION & COMMUNICATION PLAN - NEEDS ASSESSMENT PHASE									
Public Information Program	External Stakeholders								
Topic Specific Small Group Interviews	Internal Stakeholders								
Civic Stakeholder Workshop	Internal Stakeholders								
Stakeholder Communication - Consultation Advisory Letter	External Stakeholders								
Urban Parks Summit	External Stakeholders and interested publics								
Umbrella Organization Stakeholder Position Input (Not funded)	Umbrella Stakeholder Organizations								
Advisory Committee/Targeted Publics Workshop	External Stakeholders								
Public Telephone Survey - Needs Assessment	General Public (random)								
COMMUNICATION TO STAKEHOLDERS - CONSULTATION PLAN - NEEDS ASSESSMENT PHASE									
Urban Summit Session Notes	External Stakeholders and interested publics (Summit Participants)								
Integrated Consultation Report	Internal/External Stakeholders, General Public and Decision-makers								
Power point presentation	Internal/External Stakeholders and Decision-makers								
Urban Parks Management Plan Newsletter	Internal/External Stakeholders, General Public and Decision-makers								
Stakeholder Outreach	Internal/External Stakeholders, General Public and Decision-makers								

Next Steps for the Consultation Team

Following the UPMP Project Team's review of the Final Draft Consultation Plan, the UPMP will provide the approved direction regarding the tactics, timing and budget. With that in place the consultant team will commence the implementation of the approved plan.

The key consultation activities will be fleshed out by the consultant team and provided to the UPMP Project Team and other advisors as noted, for their review, input and timely approval at key points through the proposed timeline.

The consultation team will finalize specific questions and audience segmentation sequentially through the proposed plan. While general topics have been outlined this may vary based on the input garnered through the earlier part of the consultation process.

Feedback Loops and Input Opportunities

All the guides (interview, workshop, Summit), public survey and draft reports will be circulated to the Project Team for review and input prior to any other circulation. Based on the UPMP Project Team's direction the following detailed input or feedback opportunities will occur. The bolded items are formal meetings and/or presentations as directed by the Project Team

Completed to date:

- **Consultation Plan Input Workshop** – Selected Community Service Staff (Consultation Team Leader D. Alston, E. Markus)
- **Draft Consultation Plan** – Project Team, **Project Matrix Team, Urban Parks Advisory Group** (Consultation Team Leader D. Alston, E. Markus -Project Matrix Team only)

To be completed:

- Interview and Workshop Guides – Project Team (Consultation Team Leader D. Alston)
- **Summit Guide** – Project Team, **Project Matrix Team** (Consultation Team Leader D. Alston)
- **Survey** – Project Team, **Project Matrix Team** (E. Markus)
- Draft Public Survey Appendix and Integrated Report, Project Team (Public Survey Lead, E. Markus, Consultation Team Leader D. Alston)
- **Final Draft Integrated Report and Presentation** - Project Team, **Project Matrix Team, Urban Parks Advisory Group** (Consultation Team Leader D. Alston), and Community Services Management Team (UPMP Project Team, Consultation Team Leader D. Alston)
- Final Approved Report and Presentation – Project Team (Consultation Team Leader D. Alston and E Markus)

All final direction regarding reports and guides will be directed through the Project Team to the Consultant lead.

***Please note**, while the Consultant team will coordinate several mail outs or invitations to participate, the Project Team will provide the civic mailing lists and significant input into the identification of participants for the workshops, interviews or the Urban Parks Summit.

Future Consultation Needs – Project Next Steps

The scope of the Needs Assessment phase of this consultation plan will provide the Department public input on the strategic direction as defined in the Vision and Principle statements and delve into the public needs in relationship to the five identified areas (acquisition, design and construction, preservation, maintenance and animation) from a representative range of stakeholders and a statistically reliable sample of the general public.

We have recommended basic feedback loops and communication options for this phase of UPMP, however additional consultation and communication work will need to be planned and implemented as UPMP moves into the Options and/or Recommendation Phase.

Our team has not formally mapped out the next phase of the consultation and communication. This should be formalized prior to the implementation of the stakeholder feedback tactics outlined within this plan and timed for mid 2004. This ensures that stakeholders know that they have been heard, what to expect next and when to expect it.

Our team would suggest consideration be given for the following activities:

- Formulate draft options or recommendations
- Define them in terms of public use and impacts
- Share them with stakeholders in a series of workshops
 - Invite previous participants and ensure the broader stakeholder community is informed
- Post on the web site for information sharing and provide a feedback opportunity via e-mail
- Provide opportunity for stakeholder organizations to provide ‘formal position’ around options
- Finalize recommendations
- Test recommendations with the public to garner support (phone or user intercept)
- Fine-tune recommendations if needed
- Share recommendations with stakeholders and organizations for ‘sober last thought’ opportunities
- Implement a communication strategy to share information with the public (key locations including park facilities) and the stakeholder community leading up to the decision and post decision.
- Share decision-making process with stakeholders so they know when and how it will be coming forward.

Timing Considerations

There are several timing issues that the Department should factor into the planning of the next phases of the UPMP.

The summer months of July and August provide an opportunity to share information directly with users during the busiest ‘park’ season. On site activity, information panels or handouts that can be made available to user may provide an excellent education and feedback opportunity. However, the flip side to the summer is that it is inappropriate for formal consultation with stakeholder organizations.

Other projects, such as Smart Choices, attempted stakeholder outreach in late June and through the summer but found that the stakeholder groups and the public were not interested. As the fall approached groups and interested individuals then pressed the Department for presentations and information. We would therefore recommend to plan for this timing in the first place.

With the upcoming municipal election it is usually wise to avoid public discussion on policy issues during the September to mid October period. Depending on the nature of the election it may be prudent to avoid this period for external discussions on the draft options or policy recommendations. Stakeholder feedback and informal stakeholder outreach may be able to continue but care should be taken to avoid becoming embroiled in the election discussion either at the local level or city-wide.

These two seasonal implications would then set the stage to start the next phase mid October for completion by early December 2004.