



Public Engagement Strategy:

2024-2025 Municipal Development Plan Review

Town of Strathmore – Development Services – November 2024



PROJECT SUMMARY

The Town of Strathmore is resuming a comprehensive review and update of the Town's 2014 Municipal Development Plan (MDP) that was paused during the Covid-19 global pandemic.

The Town's MDP provides land use planning guidance over the longer-term as it relates to the future growth and development of the Town of Strathmore. The MDP describes a vision and establishes goals, objectives and policies that are intended to provide this guidance as it relates to a range of topic areas including land use planning, economic development, growth management and investment in municipal infrastructure and other related programs and services. The MDP is a statutory document that every municipality in Alberta must have under the Municipal Government Act (MGA) and the approval of any changes to the MDP during a comprehensive review requires public engagement along with a statutory public hearing and three readings of an adopting by-law at Council.

The MDP also creates an important connection and understanding of expectations between Council, the local community, and the Town's corporate and business administration processes. The Town's MDP is further intended to be a guiding policy document that is accessible and useful for all municipal departments and staff members with linkages to other relevant current and future applicable Town documents (eg. Economic Development Action Plan, Master Servicing Studies 2017-2020, Recreation and Culture Master Plan 2019, the Town's Strategic Plan 2022-2025, Wetlands Conservation Plan 2023, etc.).

Municipalities periodically review and update their MDP's to ensure they are continually responsive to their strategic priorities and to current land use planning matters and best practices. The Town's 2014 MDP has not been updated since adoption by Council on April 16, 2014. The Town's 2024 MDP Review is being undertaken to:

- **ENSURE** alignment with provincial legislation (eg. MGA) and all related and supporting provincial regulations (eg. Subdivision & Development Regulations);
- **ENSURE** alignment with existing municipal plans and studies (eg. Strategic Plan 2022-2025); and,
- **ENSURE** that current land use planning-related issues and opportunities are addressed.

The Town's 2024 MDP Review is being completed primarily by the Town's Development Services staff along with assistance where necessary from other Town departments and staff (eg. Communications, Economic Development, etc.) and, where and if required, an external land use planning consultant.

PRINCIPLES & OBJECTIVES

The Town's 2024 MDP Review includes an adaptable and flexible public and stakeholder engagement component that will ensure that any updates to the current 2014 MDP are informed by direct and meaningful feedback from Council, the Indigenous community, internal and external stakeholders, and the larger public (ie. residents, landowners, visitors, etc.). The public engagement process is intended to be deliberately transparent, relevant, and accessible to everyone.

ENGAGEMENT OBJECTIVES

1. **INFORM** residents and stakeholders of the Town's MDP Review and make all project-related information publicly available and easily accessible.
2. **GATHER** meaningful input from residents and stakeholders on a range of topic areas that will help identify land use planning priorities and provide direction for any new policy directions or changes to existing policy directions.
3. **INCORPORATE** the input and feedback that is received from residents and stakeholders into the project's decision-making process.
4. **REPORT** back on "What We Heard" to Council and be clear on how public engagement results were used to inform updates to the Town's MDP.

ENGAGEMENT PRINCIPLES

1. **INCLUSIVITY:** Engagement must be open and welcoming to all who decide to participate, and it must be respectful of all lived experiences.
2. **ACCESSIBILITY:** Engagement must be easy to access and have consideration for diverse abilities, learning styles, and the amount of time provided for gathering input.
3. **MEANINGFULNESS:** Engagement must provide for participation that encourages and provides opportunity for all to share ideas and concerns - both openly and genuinely.
4. **TRANSPARENCY:** Engagement must be clear around process, how decisions are made, and Development Services will report back in an interim report to Council on "What We Heard."
5. **ADAPTIVITY:** Engagement must be flexible, responsive, and able to adapt to the various needs of those who choose to participate.

MEASURING ENGAGEMENT SUCCESS

1. **WELL-INFORMED:** Participants are clear on the project's process of gathering public input.
2. **CLEAR EFFORT:** Council sees how the project team has reached out to gather public input.
3. **OPPORTUNITY:** Participants feel they have been included and contributed to the project.
4. **CONSIDERATION:** Project team demonstrates how gathered public input has been utilized to develop an update to the Town's MDP.

ENGAGEMENT APPROACH

The public engagement process for the Town's 2024 MDP Review will be completed across four stages. At the time of releasing this document, it should be noted that the first stage of public engagement has already been completed given that this stage was undertaken and completed prior to the MDP project being paused due to the Covid-19 global pandemic.

The resumed public engagement approach will be conducted as follows:

Stage #1: Preliminary Engagement – completed prior to Covid-19 global pandemic.

Stage #2: Draft MDP – conduct public engagement on the Town's Draft 2024 MDP.

Stage #3: Finalize MDP – revise the Draft 2024 MDP and re-engage the public on revisions.

Stage #4: Adopt MDP – statutory public hearing and enact by-law to adopt the Town's 2024 MDP.

The Town's Draft 2024 MDP will also be circulated to the Siksika Nation, Wheatland County and other external agencies and departments where necessary and appropriate for review and comment. The formal adoption process will be conducted in accordance with public hearing requirements set out under Section 692(1) of the MGA.

Stages #2 and #3 form the bulk of public engagement and each stage may include the following range of opportunities to participate and contribute to the Town's MDP Review process:

- Council Workshop
- Core Team Meetings (CTMs)
- Online Event
- Over To You (OTY) Portal Activities
- Pop-Up Event
- Public Open House
- Scoped External Stakeholder Huddles
- Scoped Internal Stakeholder Huddles (at CTMs)
- Social Media Engagement
- Subscription-Based Email Updates
- Traditional Engagement (Newspaper and/or Utility Bill Insert)

Specific details as it relates to public engagement tactics during each stage will be confirmed and detailed transparently within an interim report (ie. "What We Heard") to Council with an understanding that additional opportunities may be provided throughout the project depending on need and appropriateness.

AUDIENCES

The Town's MDP Review public engagement strategy includes a range of opportunities to participate in the review process that are aimed at ensuring difference target audiences are well-positioned and motivated to provide feedback. It is acknowledged that each audience will have a different role and level of engagement in the Town's MDP Review project. Engagement levels identified within this document have been deliberately informed by the International Association for Public Participation's (IAP2) *Spectrum of Public Participation*, which defines the level of impact that audiences will have in the decision-making process as it relates to the Town's MDP Review.

The preliminary internal and external stakeholder lists are attached as appendices to this document and additional stakeholders may be added without amendment to this document as the project team determines specific topic areas for the Town's MDP Review.

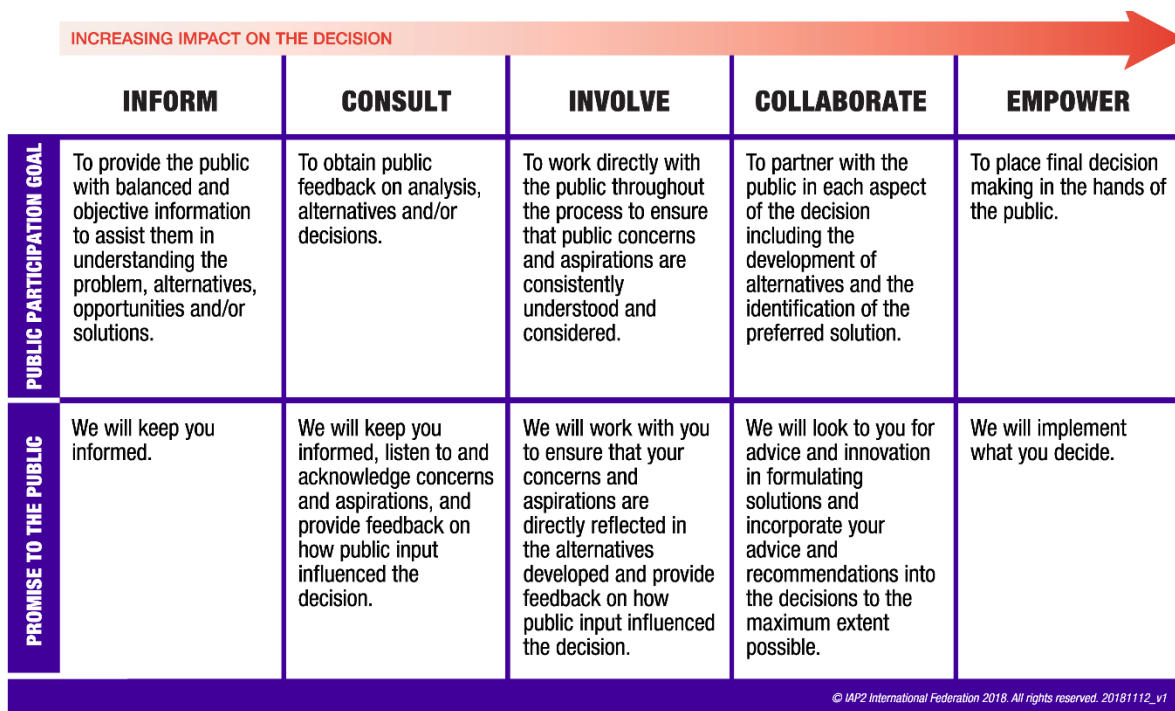


Figure 1: Spectrum of Public Participation

TOWN COUNCIL

Council's involvement in the public engagement process is vital given their role as decision-makers for the municipality. Council will therefore be actively involved in the public engagement process throughout the life cycle of the Town's MDP Review. This involvement in a general sense extends to receiving information on upcoming public engagement opportunities and receiving updates and results as it relates to past engagement opportunities.

Council will ideally be consulted directly in a workshop setting prior to or at the end of Stages #2 and #3 of the public engagement process. Additional workshops may be added if determined to be necessary and appropriate. The workshops are intended to introduce topics for engagements and discuss options and scenarios that are available to them for consideration.

Stage #3 of the public engagement strategy also includes an interim report to Council with focus on "What We Heard" during Stage #2 of the public engagement process. The interim report will further outline next steps that will be taken to properly consider the feedback that was received during Stage #2 from stakeholders and the public. The interim report also affords Councilors an opportunity to provide additional feedback they may have received in a more informal setting outside of the traditional public engagement process from interested stakeholders and the public.

INDIGENOUS COMMUNITY

The Town of Strathmore is situated on the lands of the Blackfoot Confederacy. Treaty 7 territory is a traditional meeting ground for many Indigenous Peoples, and particularly our neighbours the Siksika Nation. The Town will interact directly with the Siksika Tribal Administration on a government-to-government basis and engage where necessary with related external Indigenous stakeholders during the Town's 2024 MDP Review. This will be done collaboratively and in a manner that establishes clear steps and relationships that are supportive of gaining valuable insights for consideration and inclusion in the Town's updated 2024 MDP.

INTERNAL STAKEHOLDERS

Engagement with internal stakeholders at the Town is critical to ensuring that the Town's updated MDP is aligned with and contains direct linkages to other Town documents (eg. Economic Development Action Plan, Master Servicing Studies, etc.). At the same time, the Town's updated MDP must be user-friendly, accessible, implementable, and relevant to all staff in all municipal departments. Development Services will conduct a series of "Core Team Meetings" (CTMs) at throughout the project's life cycle that will directly involve internal stakeholders where there is interest, or it is determined to be appropriate and necessary, so that communication and feedback lines remain open. Development Services further acknowledges the importance of receiving expert inputs, technical analyses, and other forms of support from internal stakeholders to properly consider all land use, growth and development policy options.

EXTERNAL STAKEHOLDERS

Engagement with external stakeholders having a diverse range of interests will require the use of scoped or targeted engagement tactics to ensure that meaningful feedback is obtained from each external stakeholder group that chooses to participate in the Town's MDP Review process. If appropriate and reasonable, each stage of public engagement will involve opportunities for both scoped and targeted interactions with external stakeholder groups. It is also noted that nothing shall prevent external stakeholder groups from also participating in broader engagement opportunities, in fact their participation within broader engagement settings is encouraged and welcomed. Examples of external stakeholder groups to be engaged include the agricultural community, builders and developers, local businesses and investors, and user groups (eg. arts, seniors, sports, youth, etc.). These external stakeholder groups that have been identified by Development Services and supporting Town staff are listed in Appendix B to this document and it is noted that groups may be added where required and removed should a particular group opt to not participate in the public engagement process.

REGIONAL PARTNERS

The Town shares a border in all directions with Wheatland County and has recently started working directly and collaboratively with the County following the Town's exit from the Calgary Metropolitan Region Board (CMRB). The Town will consult with Wheatland County where necessary to ensure that regional interests and strategies, including the work that is presently underway on the *Town of Strathmore and Wheatland County Intermunicipal Development Plan (IDP)*, is considered within the context of the Town's MDP Review. At a minimum, the Town will be directly circulating both the draft and final versions of the MDP to the County for review and comment. The Town will also provide opportunity to have early-review access on any intermunicipal policies that are drafted or under consideration for inclusion in the Draft MDP or Final MDP. Development Services will also strive to meet with the County as a regional partner at least once if determined to be helpful to the overall process during each phase of the Town's MDP Review.

PUBLIC

The Town's 2024 MDP Review has the potential to impact all residents, landowners, and visitors. The Town's public engagement strategy therefore includes broad engagement with the public, which includes a range of online and in-person approaches that together ensure there are multiple opportunities made available to those who wish to participate. The design of specific engagement tactics that will be used will be determined on a case-by-case and as needed basis and will be described in detail within the "What We Heard" interim report to Council to ensure transparency and fairness as it relates to engaging the public is achieved.

Type of Group	Example(s)	Purpose & Approach	Level of Engagement
Council	Town Council	Receive feedback and direction on key priorities, policy options and directions, project timelines and milestones, and direct involvement in engagement stages.	<i>Decision-Makers</i>
Indigenous Community	Siksika Tribal Administration	Separate engagement process to identify values and priorities to be reflected in the Town's MDP.	Involve
Internal Stakeholders	Economic Development Infrastructure Services	Included in weekly CTMs to review progress on the project and ensure that expectations on deliverables are being met.	Inform, Involve & Collaborate
External Stakeholders	Local Business & Employers Developers User Groups	Focused engagement about topics that are specific and relevant to a stakeholder and providing invitations to participate in broader public engagement opportunities.	Involve
Regional Partners	Wheatland County	Provide project updates, discuss shared growth and development priorities, circulate draft and final versions of MDP for review and comment, etc.	Consult
Public	Residents (ie. households, individuals), landowners, local businesses, visitors, etc.	Periodic and regular updates on the project. Also to obtain insights and feedback through a mix of in-person and online engagement opportunities.	Consult

Table 1: Levels of Involvement and Process Approaches for Audiences Engagement

PROJECT TIMELINE

The Town's MDP Review is targeted to occur between July 2024 and June 2025. The project timeline is approximate and specific dates will be established and refined where necessary depending on the feedback that is received throughout each phase. This section also identifies specific and targeted engagement methods for each stage that are likely to be utilized.

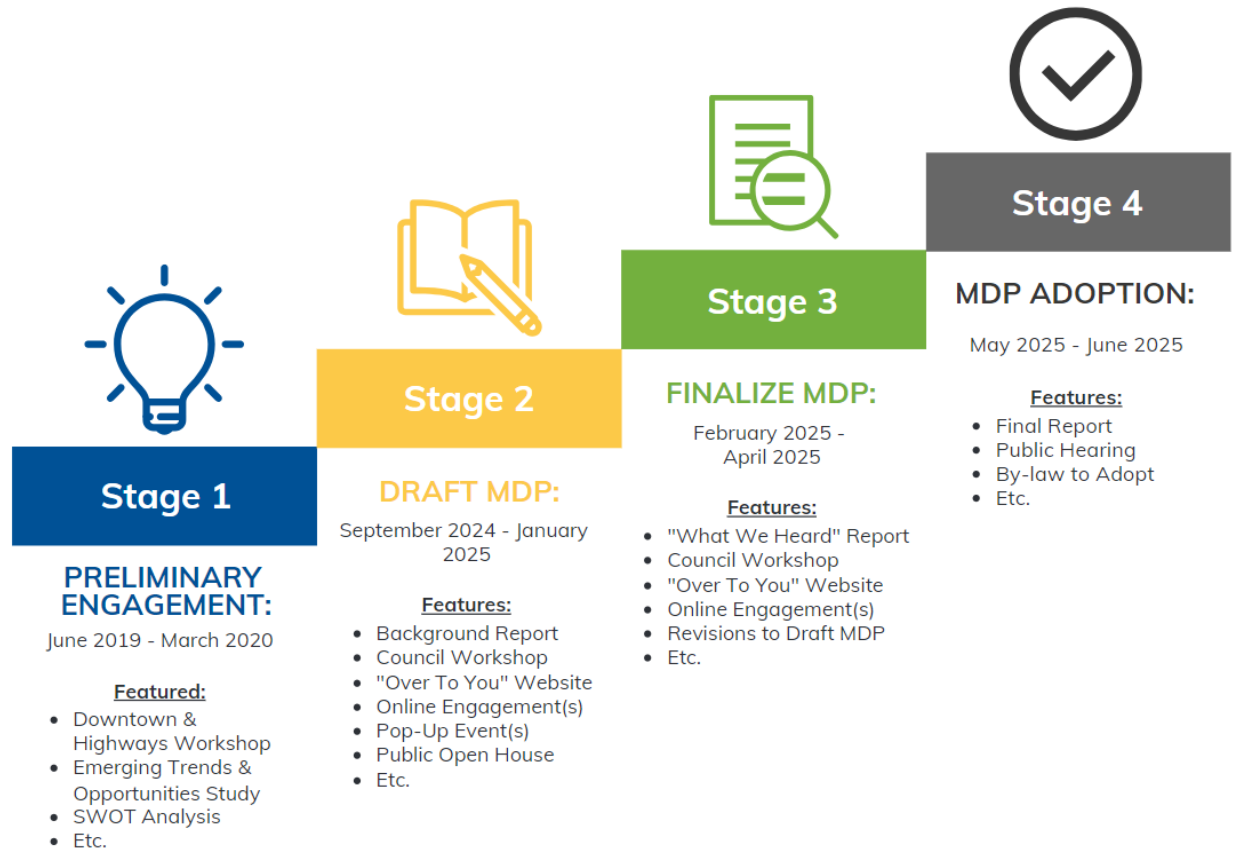


Figure 2: Engagement Stages, Timeline and Features

	Stage #1	Stage #2	Stage #3	Stage #4
Purpose	Previously Completed	Engage and obtain feedback on the Town's Draft MDP.	Engage and obtain feedback on revisions to the Town's Draft MDP.	Completion of statutory requirements under the MGA.
Town Council		<ul style="list-style-type: none"> Workshop 	<ul style="list-style-type: none"> Workshop 	<ul style="list-style-type: none"> Public Hearing Adopt MDP
Indigenous Community		Parallel Engagement Process – Determined Collaboratively with Siksika Tribal Administration		
Internal Stakeholders		<ul style="list-style-type: none"> Scoped CTM Meetings 	<ul style="list-style-type: none"> Scoped CTM Meetings 	<ul style="list-style-type: none"> Scoped CTM Meetings Supportive Role at Council Meeting(s)
External Stakeholders		<ul style="list-style-type: none"> Scoped Meetings – If Necessary (Individually & Groups) 	<ul style="list-style-type: none"> Scoped Meetings – If Necessary (Individually & Groups) 	<ul style="list-style-type: none"> Scoped Meetings – If Necessary (Individually & Groups)
Regional Partners		<ul style="list-style-type: none"> Scoped Intermunicipal Policies Meeting – If Necessary Pre-Circulation of Intermunicipal-Specific Policies - If Necessary Circulate Draft MDP for Review & Comment 	<ul style="list-style-type: none"> Scoped Intermunicipal Policies Meeting – If Necessary Pre-Circulation of Revised Intermunicipal-Specific Policies – If Necessary Circulate Final MDP for Review & Comment 	<ul style="list-style-type: none"> If required, Advisory or Supportive Role Prior to Council Meeting(s) Notice of Final MDP Adoption
Public		<ul style="list-style-type: none"> OTY Website Public Open House 	<ul style="list-style-type: none"> OTY Website Public Open House 	<ul style="list-style-type: none"> OTY Website Participate in Public Hearing
Outputs		<ul style="list-style-type: none"> Draft MDP Feedback 	<ul style="list-style-type: none"> Revised MDP Feedback 	<ul style="list-style-type: none"> Public Hearing Feedback Final Revisions to MDP Council Adopts MDP

Table 2: Engagement Matrix and Expected Outcomes

COMMUNICATION & ENGAGEMENT TACTICS

The Town's MDP Review project team will consider and utilize a range of communication and engagement tactics for each phase of the project to ensure that best practices for public engagement are utilized that will facilitate the best possible feedback from targeted audiences.

COMMUNICATION TACTICS

Approaches to communication must be sensitive to and appropriate to the audience-type, which requires the project team to be adaptive and utilize a flexible range of input gathering methods (eg. online, offline, in-person, print, etc.). The project is being managed internally and primarily by Development Services, however branding and visual presentation that is consistent across all project-related materials is an important core tactic that is being pursued in partnership with the Town's Marketing and Communications Team. Wherever reasonably possible, the project team will also seek assistance from the Town's Marketing and Communications Team and the Town's GIS Specialist in Information Technology as it relates to consistency and branding in materials that will be directly utilized in public engagement settings (eg. display boards at public open house or workshops).

The initial range of communication tactics that will be considered include:

- Attendance at Community Events (eg. Strathmore Rodeo)
- Dedicated Stakeholder Communication (eg. "fast lane" email blasts)
- Mailouts
- Newsletters (eg. TOS Utility Newsletter)
- "Over To You" Project Website (ie. www.strathmore.ca/strathmoreforward)
- OTY Email Subscription Service
- Social Media Posts (ie. Facebook, Twitter, etc.)
- Statutory Public Notices (ie. MGA Public Hearing)
- Town of Strathmore Website (ie. www.strathmore.ca)
- Traditional Media Ads (eg. newspaper)
- Traditional Print Options (eg. posters, signs, etc.)

Communication materials on social media platforms and the OTY website will be developed by Development Services and then reviewed and implemented by the Town's Marketing and Communications Team. Development Services will rely on the Marketing and Communications Team for monitoring of communication tactics to ensure that they are effective and share this information with the project team in Development Services so that approaches can be adjusted where required to ensure that communication channels remain open and easily understandable at all times during the Town's MDP Review project life cycle.

ENGAGEMENT TACTICS

The Town’s MDP Review project team has considered a range of possible engagement tactics, which are summarized in a table format below. This list is subject to change and refinement through the project life cycle depending on engagement needs that are identified as being appropriate and necessary.

Tactic(s)	Intended Audience
<ul style="list-style-type: none"> • Workshops • Reports, Presentations & Public Hearing 	Town Council
<ul style="list-style-type: none"> • Information Sharing <ul style="list-style-type: none"> ○ Online & Traditional Print ○ OTY Website Updates & Emails ○ Statutory Notices • “Heavier” Engagement <ul style="list-style-type: none"> ○ Public Open Houses ○ Public Hearing ○ Topic-Specific Workshops • “Lite” Engagement <ul style="list-style-type: none"> ○ OTY Subscribers Surveys & Polls ○ Pop-Up Events (eg. Pizza With Planners) 	Public
<ul style="list-style-type: none"> • Open-Ended Communication Lines (eg. “Red Telephone” Input) • Scoped Group Meeting Huddles • Scoped Interviews (ie “1v1s”) 	External Stakeholders
<ul style="list-style-type: none"> • Information Sharing <ul style="list-style-type: none"> ○ Email Updates (eg. CAO Update) ○ Project Orientation Presentation (POPs) • Scoped CTM Meeting Huddles • Focus Meetings & In-Depth Interviews 	Internal Stakeholders
<ul style="list-style-type: none"> • Review & Comment Opportunities • Scoped IDP-MDP Discussions 	Regional Partners

Table 3: Engagement Tactics Options

LOGISTICS

This section outlines the higher-level roles, resource requirements, data collecting and reporting requirements, and establishes a method for the Town's MDP Review project team to evaluate feedback received during the public engagement process.

ROLES & RESOURCES

Public engagement on the Town's MDP Review requires the support of a variety of resources that are either immediately available to be utilized or otherwise need to be developed prior to utilization. These resourcing requirements are identified here and will be further refined throughout the project's life cycle.

Content & Material Design

All content and material design will be completed by Development Services in conjunction with and with assistance from the Town's Marketing and Communications Team. The generating of content and material design at a minimum includes the following:

- Overall Branding Concept
- OTY Website Design
- MDP Design and Layout
- Information and Engagement Materials Design
- Advertisement Design (ie. Online and Traditional)

Specific materials for each stage will ideally be determined prior to commencing each stage of public engagement. It is acknowledged however that the project is being managed internally by Development Services and project team will be adaptable, flexible and sensitive to available resources in its approach to content and material design.

Engagement Events

The following minimum requirements are required and must be considered and planned for in advance of all in-person engagement events and opportunities:

- Logistics management (eg. audio-visual equipment, facility and/or meeting room bookings, food and beverage, etc.)
- Print materials (eg. display boards and information sheets)
- Project team staffing levels and expectations

All in-person engagement opportunities will ideally be hosted outside of regular business hours when scheduled during the regular work weekdays of Monday through Friday. Consideration will be given to hosting in-person weekend engagement opportunities only where it is determined to be appropriate and necessary. At a minimum, all in-person engagement events should be attended by the Project Manager, as well as the Manager of Development Services.

Online engagement can also be utilized in a manner which deliberately continues or extends an invitation to further engage with the project team following an in-person engagement event. Alternatively, the project team can also consider blended engagement opportunities where dialogue and interaction takes place both in-person and online at the same time.

Public Relations & Monitoring

The following resources are necessary for the purpose of monitoring:

- Monitoring and maintaining the OTY Website
- Monitoring and moderating live social media accounts (eg. Facebook) and website components (eg. polls, surveys, etc.)
- Media requests and/or coordinating media responses

The Town's Communications and Marketing Team is largely responsible for monitoring and managing public relations on a municipal-wide basis and will continue to do so in partnership with the project team in Development Services as it relates to the Town's MDP Review. Development Services does anticipate having more direct control over certain components of the Town's MDP Review project so that the public relations and monitoring workload across the municipality is not adversely impacted (eg. directly creating, managing and updating content on the OTY website).

DATA COLLECTION & REPORTING

Feedback that is received will be collected in a variety of ways during the public engagement process. The information that is collected will include both qualitative (comments, lived experiences and narratives, etc.) and quantitative data (eg. households, resident commute times, etc.). All data collected during public engagement will be saved and use for analysis purposes by the project team. The data will also be utilized within an interim report to Council (ie. "What We Heard") and may be shared publicly on the OTY website and other Town websites and/or social media accounts. All data is to be protected and will only be used in accordance with applicable municipal privacy and information laws in the Province of Alberta.

The interim report to Council will provide a transparent and balanced summary of all input received in a manner and format that demonstrates to stakeholders that their perspectives were heard, understood to best extent possible and that the input was properly acknowledged and considered.

While true consensus is unlikely to be realized amongst all who choose to participate in the public engagement process, it is a necessary and valuable process that will result in an MDP that is economical, technically-sound, suitable and responsive to the Town's best interests and the public interest as a whole.

EVALUATING FEEDBACK

The success of public engagement on the Town's MDP Review is largely tied to the inclusivity of the process and the degree to which people choose to participate in each of the engagement opportunities that are provided. For tracking and evaluative purposes, the following data will be utilized wherever possible to gauge the success of public engagement:

- Number of Attendees & Participants (ie. Online and/or In-Person)
- Number of OTY Website Visitors
- Number of OTY Email Subscribers
- Number of Responses (eg. survey, opinion polls, etc.)
- Number of Comments Received
- Number of Social Media Interactions
- Where possible, demographical reach of participants and respondents

The project team with assistance from and in partnership with the Town's Marketing and Communications Team will also continually monitor feedback on the public engagement process.

The input that is received will be used to refine and make changes to the overall engagement process throughout each stage of the project's life cycle. There may be survey and/or feedback forms provided at engagement events. Informal feedback before, during and/or after engagement opportunities may also be gathered and considered.

The project team is committed to an adaptive learning model for public engagement whereby results are considered through debriefings to determine what works and doesn't work given the targeted audiences identified.

MANAGING RISK

This section outlines risk management strategies that will be considered during the design and facilitation of public engagement at each stage of the Town’s MDP Review. Those risks that have been identified and mitigation measures that would be utilized to minimize risk are summarized in *Table 4: Risk Management Considerations* below.

Identified Risk	Mitigation Measure(s)
Access: People will have a range of preferences, limitations, or needs related to in-person and online engagement opportunities. This also extends to information access.	<ul style="list-style-type: none"> • Accessible locations and venues. • Familiar locations (eg. Centennial Civic Centre, Family Centre Arena, Kinsmen Park, Town Hall, etc.). • Flexible approach to engagement and catering to needs that increase likelihood of successful engagement. • Provide multiple engagement options and tools for different accessibility needs and learning preferences or styles – includes both online and offline approaches to engagement. • Use plain language in all engagement formats and settings wherever possible.
Awareness: People may be unaware of the Town’s MDP Review project and may not know there are engagement opportunities available.	<ul style="list-style-type: none"> • Create a broad online presence (eg. OTY, social media accounts, emails, etc.). • Utilize existing communication channels to ensure broadest possible audience is aware of engagement opportunities.
Engagement Fatigue: People may experience a feeling of fatigue if engagement opportunities are too frequent, lengthy or if expectations around their time are unreasonable.	<ul style="list-style-type: none"> • Include engagement options that are not time-consuming so that those who are feeling fatigue can opt to still participate at a less time-consuming level (eg. OTY polls and questions). • Encourage organizations or groups that represent specific interests to participate in engagement process on behalf of their members or communities.
Scope “Creep”: People may attempt to utilize the Town’s MDP Review project for issues, concerns or matters that are outside of the project mandate.	<ul style="list-style-type: none"> • Clearly document project requirements and parameters and make available publicly. • Follow the phasing and action plan and be clear on what deliverables the project will achieve. • Provide a forum and process for project change requests to be considered.

<p>Resources: Limitations around public engagement from a time and personnel perspective given limited internal staff resources.</p>	<ul style="list-style-type: none"> • Utilize the Town’s Planning Consultant to design and/or lead certain public engagement components.
<p>Timing: People do not have an infinite amount of time to dedicate to engagement events and opportunities.</p>	<ul style="list-style-type: none"> • Alternative methods should be made available to allow for input to occur outside of engagement opportunities (eg. public open house materials made available afterwards and input can be accepted on the content via email). • Range of engagement opportunities with differing time commitments will be provided (eg. pop-up events are quick and generate a more spontaneous time commitment whereas a public open house likely requires a more deliberate plan to attend and longer period of time to participate).
<p>Vocal Participation: People may attempt to control engagement opportunities or become aggressively vocal, which can deter others from choosing to participate.</p>	<ul style="list-style-type: none"> • Allow for engagement opportunities having a range in audience size, including options that do not require public speaking. • Ensure that reports to Council are transparent, detailed and diverse in content that communicates varied and wide-ranging experiences.

Table 4: Risk Management Considerations

APPENDICES

APPENDIX A: INTERNAL STAKEHOLDERS LIST

Agency or Department	Level of Engagement	Method
Town Council	Collaborate	<ul style="list-style-type: none"> • Presentations & Reports • Workshops
CAO's Office	Consult	<ul style="list-style-type: none"> • Email & Scoped CTMs
Aquatics Centre	Consult	<ul style="list-style-type: none"> • Email & Scoped CTMs
Community Development	Consult	<ul style="list-style-type: none"> • Email & Scoped CTMs
Communications, Marketing & Legislative Services	Consult	<ul style="list-style-type: none"> • Email & Scoped CTMs
Development Services	Collaborate	<ul style="list-style-type: none"> • Email & Scoped CTMs
Economic Development	Collaborate	<ul style="list-style-type: none"> • Email & Scoped CTMs
Family Centre Arena & Civic Centre	Consult	<ul style="list-style-type: none"> • Email & Scoped CTMs
Financial Planning, Budgeting & Reporting	Consult	<ul style="list-style-type: none"> • Email & Scoped CTMs
Financial Services	Inform	<ul style="list-style-type: none"> • Email & Scoped CTMs
Fire Services	Consult	<ul style="list-style-type: none"> • Email & Scoped CTMs
Human Resources	Inform	<ul style="list-style-type: none"> • Email & Scoped CTMs
Infrastructure, Operations & Development	Collaborate	<ul style="list-style-type: none"> • Email & Scoped CTMs
Infrastructure Services	Collaborate	<ul style="list-style-type: none"> • Email & Scoped CTMs
Information Technology	Inform	<ul style="list-style-type: none"> • Email & Scoped CTMs
Municipal Enforcement	Consult	<ul style="list-style-type: none"> • Email & Scoped CTMs
Operations	Consult	<ul style="list-style-type: none"> • Email & Scoped CTMs
Recreation & Culture	Consult	<ul style="list-style-type: none"> • Email & Scoped CTMs
Sports Centre	Consult	<ul style="list-style-type: none"> • Email & Scoped CTMs
Strategic & Administrative Services	Consult	<ul style="list-style-type: none"> • Email & Scoped CTMs

APPENDIX B: EXTERNAL STAKEHOLDERS LIST

Identified Stakeholder	Type of Stakeholder	Level of Engagement
Builders and Developers	External Stakeholder	Involve
Canada Post	External Stakeholder	Involve
Canadian Pacific Railway	External Stakeholder	Involve
Community Groups & Organizations	External Stakeholder	Involve
Municipal Organizations	External Stakeholder	Involve
Non-Profit Organizations	External Stakeholder	Involve
Province of Alberta	External Stakeholder	Consult
RCMP (c/o Strathmore Detachment)	External Stakeholder	Consult
School Divisions	External Stakeholder	Involve
Utilities	External Stakeholder	Involve
Siksika Tribal Administration	Indigenous Community	Involve
Local Residents & Businesses	Public	Involve
Wheatland County	Regional Partner	Consult
104.5 More Country	Media Group	Inform
Strathmore Now	Media Group	Inform
Strathmore Times	Media Group	Inform