



PUBLIC ENGAGEMENT IMPLEMENTATION PLAN





Table of contents

Introduction	3
1. Collaboration and outreach	4
1.1 Establish a community engagement network	
1.2 Establish an internal engagement group	
1.3 Develop activity bags	
2. Training and awareness	5
2.1 City employees	
2.2 Council and senior leaders	
2.3 Residents	
2.4 Facilitation	
3. Communications	8
3.1 Communications Strategy	
3.2 Pilot an online public engagement platform	
3.3 Tablets	
3.4 Additional resource materials	
4. Status report and evaluation	9
4.1 Status report	
4.2 Evaluations	
5. Overall evaluation	10
Appendix A	11
Terms of Reference, City of Kingston community engagement network	
Appendix B	12
Terms of Reference, City of Kingston internal engagement group	
Appendix C	13
Communications strategy for public engagement	



Introduction

Public engagement is a key objective of the Open Government initiative which was identified in the Council Priorities in 2015. A public engagement framework and worksheets were developed with input from residents, council and City employees. The implementation plan will help the City manage effective change and ensure a more consistent and standardized approach to public engagement.

Once established, the public engagement framework will be championed by the communications and public engagement division of the communications and customer experience department. All City departments have a responsibility to ensure the effective implementation and use of the public engagement framework for new initiatives, projects and programs. Communications officers will work closely with project or program managers to assist and support departments in the development of engagement plans that will be supported by a communications plan.

To ensure the adoption of the public engagement framework is understood by residents, council and City employees, implementation objectives and priorities have been identified as follows:

- 1. Collaboration and outreach;**
- 2. Training and awareness;**
- 3. Communications;**
- 4. Status report and evaluation; and**
- 5. Overall evaluation.**



1. Collaboration and outreach

Managing effective change through the implementation of enhanced public engagement for residents, council and City employees requires thoughtful collaboration and outreach. Significant planning, which needs to begin well in advance of the onset of a project, initiative or program is key to ensure successful engagement. The development and effective implementation of a more consistent and standardized approach with increased public participation and collaboration are intended outcomes of the public engagement framework.

The key actions outlined below will help the City remove barriers, raise awareness, increase involvement and improve engagement for residents, council and City employees. This collaborative effort is intended to inform the recommendations and/or decisions for the City of Kingston.

1.1 ESTABLISH A COMMUNITY ENGAGEMENT NETWORK

A community engagement network will be established to work collaboratively with City employees to share information to community groups, organizations and individuals to raise the awareness of public engagement opportunities.

The Terms of Reference for the community engagement network are presented in APPENDIX A.

Action item - Communicate about the community engagement network

Department leading - Communications and customer experience

Timing - Q4, 2017

Action item - Review the participation in and effectiveness of the community engagement network and provide recommendations

Department leading - Communications and customer experience

Timing - Q2, 2019

1.2 ESTABLISH AN INTERNAL ENGAGEMENT GROUP

An internal engagement group will be established to work collaboratively to ensure a more consistent and standardized approach to public engagement. The group will consist of City employees from departments that regularly engage the public. As required or deemed necessary additional employees involved in public engagement will participate in meetings.

The Terms of Reference for the internal engagement group are presented in APPENDIX B.

Action item - Identify and establish the group, establish the annual meeting schedule, adopt the terms of reference as a group

Department leading - Communications and customer experience

Timing - Q4, 2017

Action item - Review the participation in and effectiveness of the internal engagement group and provide recommendations

Department leading - Communications and customer experience

Timing - Q2, 2019



1.3 DEVELOP ACTIVITY BAGS

To establish a pilot program for children's activity bags and therefore removing a potential barrier for residents interested in participating in public engagement was identified as an opportunity.

The City will offer activity bags for children at some public engagement sessions, council and committee meetings. These bags would include various activities that will be taken home by the children.

Action item - Activity bags to be available for public engagement sessions

Department leading - Communications and customer experience

Timing - Early Q4, 2017

Action item - Review the effectiveness of the activity bags pilot and provide recommendations

Department leading - Communications and customer experience

Timing - Q2, 2019

2. Training and awareness

Training to hold public engagement sessions and being aware of the processes associated with the public engagement framework and worksheets will help ensure City employees, council and residents have meaningful interactions. Training opportunities will be reviewed and updated as new opportunities, tools or techniques become available. The communications and customer experience department will work closely with human resources and organizational development department to identify new opportunities and make them available for City employees.

2.1 CITY EMPLOYEES

The training that has been initially identified as necessary for specific City employees is the International Association for Public Participation (IAP2) planning and techniques training. This training will be for communications officers (generalists) and City employees who regularly manage new initiatives, projects or programs that include public engagement.

IAP2 planning for effective public participation

This three-day session provides an introduction to the foundations of effective public participation programs.

IAP2 techniques for effective public participation

This two-day session provides an overview to the techniques of effective public participation programs.

Decision Makers*

This half-day session provides an overall understanding of IAP2 and the impact on decision makers.

* This training is for senior leaders that manage City employees responsible for public engagement.



City employee awareness presentations

Targeted City employees will be made aware of the public engagement framework, worksheets, resources and supports available through presentations made at department meetings.

The communications and customer experience department will work with directors to identify the appropriate meetings to offer these awareness presentations.

The awareness presentations will be augmented with internal communication as part of the overall communication strategy for the public engagement framework.

Supplementary training

Supplementary training will be identified for City employees involved in public engagement. The communications and customer experience department will work with human resources and organizational development department to identify and coordinate these opportunities for City employees.

Where supplementary training is identified a budget will need to be allocated.

Action item - City employee training, IAP2, Planning and Techniques

Department leading - Communications and customer experience

Timing - Q4, 2017

Action item - City employee awareness presentations

Department leading - Communications and customer experience

Timing - Q4, 2017

Action item – Develop a supplementary training program for City employees

Departments leading - Communications and customer experience and Human resources and organizational development

Timing - Q4, 2018

2.2 COUNCIL AND SENIOR LEADERS

Training that has been identified for Council and senior leadership is the International Association for Public Participation (IAP2) Decision Makers training. This half-day session will provide an overall understanding of the IAP2 approach and the impact on decision makers.

Action item - Council and City employee training – IAP2, Decision Makers training

Departments leading - Communications and customer experience and City Clerk's department

Timing - Q4, 2017



2.3 RESIDENTS

Residents have requested public engagement information and awareness sessions to ensure a better understanding of City processes. Key areas were identified during consultation for the public engagement framework.

Areas identified;

- How to participate in municipal government
- Introduction to the public engagement framework and worksheets
- Awareness of IAP2

These sessions could be offered multiple times a year. The sessions would be evaluated by residents to ensure they are meeting their needs. Where required, the information and awareness sessions will be adapted based on feedback or interest.

Action item - Develop information and awareness materials

Departments leading - Communications and customer experience and City Clerk's department

Timing - Q4, 2017

Action item - Develop and implement resident information and awareness session

Department leading - Communications and customer experience

Timing - Q2, 2018

2.4 FACILITATION

External facilitation of certain public engagement sessions has been identified as a potential need. If required, external facilitation costs will be budgeted as part of the initiative, project or program to be covered by the departments conducting the public engagement.

There may be unplanned or unanticipated external facilitation required for projects that are brought forward. The requests for additional budget allocation associated with hiring an external facilitator will need to be added or considered.

Action item - Develop and maintain a roster of external facilitators

Department leading - Communications and customer experience

Timing - Q4, 2017



3. Communications

The communications strategy for public engagement includes various tactics to raise awareness of the public engagement framework and online public engagement platform. All projects, programs and initiatives will be supported by individual communication plans developed by the communications officer supporting the department managing the project.

The communications and customer experience department will continue to identify new paid advertising or earned media opportunities and execute these opportunities where appropriate.

3.1 COMMUNICATIONS STRATEGY

The intention of the communications strategy is to raise awareness of the public engagement framework and online public engagement platform.

The individual project communication plans developed by communication officers will be reviewed regularly and adapted as required to ensure we are meeting the communications goals.

Communications strategy for public engagement - presented in Appendix C

3.2 PILOT AN ONLINE PUBLIC ENGAGEMENT PLATFORM

An online public engagement platform was identified as a priority to ensure residents can provide input on policies, projects and initiatives, as well as an effective way to provide residents with an online option to bring ideas forward.

The City has secured an online public engagement platform which will run for an 18-month period. The online public engagement platform will be connected from the “get involved” page on the City website. When the online public engagement platform goes live it will be available from: www.GetInvolved.CityofKingston.ca


Residents will be able to log-in and create an account to provide input on projects, programs and initiatives. Residents will be able to bring ideas forward using this platform. City employees who are identified subject matter experts will monitor comments and respond to questions and provide updates as required or indicated.

The online public engagement platform also includes an internal platform. This will allow City employees to also be able to provide input.

Action item - Review the moderation of ideas role and provide recommendation

Department leading - Communications and customer experience

Timing – Q4, 2017



Action item - Establish and implement a plan for the internal online public engagement platform

Department leading - Communications and customer experience

Timing - Q1, 2018

Action item – Develop a budget for maintaining an online platform following the pilot project

Department leading - Communications and customer experience

Timing - 2019

3.3 TABLETS

Tablets will be available for residents to be able to provide online input at engagement sessions. Tablets are a smart, sustainable engagement tool to allow data to be collected in one location.

Action item - Purchase tablets for use at public engagement sessions

Departments leading - Communications and customer experience and Information systems and technology

Timing - Q3, 2017

3.4 ADDITIONAL RESOURCE MATERIALS

Additional resource materials for sessions are required to ensure a consistent experience for participants regardless of which department is conducting the public engagement session. The resource material list will be available on the KingNet public engagement page.

The resource materials include items such as examples of budgeting guidelines and examples for public engagement, templates, facility lists and tools available for meeting set-ups. There will be a form on KingNet that staff can complete to book resource materials.

Action Item - Implement a KingNet page with resources


Department leading - Communications and customer experience

Timing - Q4, 2017

4. Status report and evaluation

4.1 STATUS REPORT

City employees will be required to complete a short online survey following every public engagement session in order to collect data on public engagement conducted by the City. The data will be compiled and a semi-annual information report outlining the status and effectiveness of public engagement sessions will be provided to council by the communications and customer experience department.



Action item - Develop and implement survey for City employee reporting
Department leading - Communications and customer experience
Timing - Q4, 2017

Action item - Status report to council
Department leading - Communications and customer experience
Timing – Semi-annually

4.2 EVALUATIONS

City employees will be required to complete public engagement project evaluations at the end of projects or phases of projects. The information compiled may identify opportunities and challenges that could guide potential changes to public engagement.

Residents will also be given the opportunity to complete evaluations at the end of some public engagement sessions. The information compiled may identify opportunities and challenges that could guide potential changes to public engagement.

Action item – Implement and raise awareness of the project evaluations for City employees
Department leading - Communications and customer experience
Timing - Q3, 2017

Action item - Develop and implement resident evaluations
Department leading - Communications and customer experience
Timing - Q4, 2017

5. Overall evaluation

A broader overall public engagement evaluation will be done in 2019. The overall evaluation will be to review the effectiveness of having established a more consistent and standardized approach to public engagement. The evaluation will include an overall look at what is working and opportunities for improvement. The evaluation will review the worksheets, online public engagement platform, resources, resource materials and any additional areas identified.

Action item - Overall evaluation of public engagement
Department leading - Communications and customer experience
Timing - Q2, 2019

Action item - Report back on the overall evaluation
Department leading - Communications and customer experience
Timing – Q3, 2019



Appendix A

TERMS OF REFERENCE

CITY OF KINGSTON COMMUNITY ENGAGEMENT NETWORK

Purpose

The City is committed to engaging residents on matters that affect their quality-of-life and their city. Public engagement encourages participation, action, personal responsibility and democracy. The goal is to facilitate more informed and inclusive municipal decision-making.

The City of Kingston has developed a public engagement framework to ensure a more consistent and standardized approach to public engagement.

Establishing a community engagement network consisting of a number of interested community groups, organizations or individuals was identified as an opportunity to have the community support in raising the awareness of the opportunities for public engagement being led by the City of Kingston.

Objective

The role of the community engagement network would be to share information with their groups, organizations or individuals to create greater awareness and participation in the City's public engagement opportunities.

Sharing information could include emailing members or posting information for members to see.

Composition

The network will consist of community groups, organizations or individuals sign up to participate as a part of the community engagement network.

The communications and customer experience department will maintain the contact information for the community engagement network.

The City will maintain a list of the organizations at CityofKingston.ca with links to the organizations' websites, where appropriate.

Elements

City-produced materials may be provided in various print or electronic formats. The various formats could differ based on the public engagement opportunity.

The members of the community engagement network may identify additional communication considerations relating to the information to be provided. City employees will determine if it is feasible to provide the requested additional communication considerations based on the project budget, resource availability and time.

Community groups, organizations or individuals would submit the form below to the City of Kingston, communications and customer experience department at getinvolved@cityofkingston.ca.

The form will be available online at www.GetInvolved.CityofKingston.ca.

The group, organization or individuals will be asked to contact the City to update contact information.

City of Kingston community engagement network

Name of group, organization or individual	
Total members	
Type of group and/or organization	
Group and/or organization phone number	
Group and/or organization mailing address	
Group and/or organization email address	
Web address	
Main contact	
Title (ie. president, chair)	
Mailing address	
Phone number	
Email address	
Alternate contact	
Address	
Phone number	
Email address	
When does your executive turn-over?	
Additional notes or comments	

Appendix B

TERMS OF REFERENCE

CITY OF KINGSTON INTERNAL ENGAGEMENT GROUP

Purpose

This group will work collaboratively to ensure a more consistent and standardized approach to public engagement.

The internal engagement group will be made up of City employees from various departments that actively engage the public.

Objective

The internal engagement group will discuss issues, lessons learned, ideas for improvement, challenges being faced and opportunities to collaborate on.

The internal engagement group will share messages and information with their departments where appropriate or necessary. The individual group members will also be a resource for their departments to ensure a more consistent and standardized approach to public engagement.



Composition

The manager of communications and public engagement of the communications and customer experience department will lead this group. The group will consist of City employees from departments that regularly engage the public.

There may be additional employees involved in public engagement that may from time-to-time be invited to participate in a meeting.

City communications officers that support public engagement activities will attend the meetings when the projects they are working on have active public engagement.

It is recommended that key individuals from the following departments be established as the regular members of the internal engagement group:

Communications and public engagement; planning, building and licensing; transportation; city clerks; engineering; and recreation and leisure.

Elements

The manager of communications and public engagement will lead the internal engagement group, arrange meetings and ensure notes are maintained from meetings.

The internal engagement group will meet every two months. The meeting schedule will be established annually. Agendas will be shared in advance and minutes will be circulated following the meetings.

Appendix C

COMMUNICATIONS STRATEGY FOR PUBLIC ENGAGEMENT

Purpose

The communications strategy serves as a high-level plan to outline the types of communication activities that will be executed in support of the public engagement framework and the pilot project for the online public engagement platform. Dates and details will be incorporated into the detailed communication plans. The communication plans will be reviewed and adapted, as required, to ensure communication goals are being met.

Background

Public engagement is a key objective of the Open Government report which was identified in the Council Priorities in 2015. The public engagement framework and worksheets were developed with input from residents, council and City employees.

Communication to raise the awareness of the public engagement framework and online public engagement platform and to ensure a more consistent and standardized approach to public engagement was identified as being an important element of public engagement.



Communication goals

- To raise awareness of the public engagement framework
- To raise awareness of public engagement opportunities
- To raise awareness for the public engagement online platform
- To encourage increased participation in public engagement
- To raise awareness of the community engagement network and encourage participation.

Audiences

The audiences identified are: residents, council and City employees.

These audiences live, work, study and play in Kingston.

They include various demographics, families, businesses, groups and organizations.

Challenges and opportunities

Through the online public engagement platform there is an opportunity to encourage participation by those who may not have previously participated in public engagement due to barriers.

Utilizing the existing platforms and networks allows groups and audiences that are already engaged to have a greater awareness and opportunity to provide input.

Strategies

- Leverage existing platforms and networks
- Digital and social media communications
- Media relations
- Encourage participants to join in the community engagement network to support the City in sharing information.
- Go where people are. (Examples of this: events, facilities, neighbourhoods)

Tactics

The communications and customer experience department will utilize existing tools to advertise and promote public engagement and the online public engagement platform.

Communications officers will continue to identify new paid advertising or earned media opportunities and implement these opportunities where appropriate.

Tactics that may be utilized include;

- Website
- Digital and social media
- Video
- Print – newspaper, magazine, rack cards, book marks, posters
- Radio, television
- Banners
- Signage
- Digital information networks
- City facilities and other City locations
- Internal communication tools