



City of Kingston
Report to Administrative Policies Committee
Report Number AP-17-031

To: Chair and Members of the Administrative Policies Committee
From: Lanie Hurdle, Commissioner, Community Services
Denis Leger, Commissioner, Corporate & Emergency Services
Resource Staff: Debbi Miller, Manager, Communications & Public Engagement
Date of Meeting: September 14, 2017
Subject: Public Engagement Framework

Executive Summary:

In 2015, the City initiated its process to develop a public engagement framework. In the past couple of years, there were a number of engagement activities which have led to the development of a draft framework that was initially released for public comment in February 2017. The initial draft framework was developed based on public input, a review of other municipal best practices and the International Association for Public Participation (IAP2). Three rounds of public engagement followed the release of the initial draft framework.

The initial draft framework, along with public comments, were presented to Council for information at a special meeting of Council on April 25, 2017. This report includes the final draft framework which has been significantly amended as a result of public input. The last two rounds of public engagement that took place in May/June and August generated a lot of public input. All comments have been included in Exhibit E to Report Number AP-17-031. Staff have responded to public comments and have amended the framework, where appropriate, to address public feedback.

The majority of the comments received in the last two rounds of public engagement were related to the length of the document and duplication of information; implementation of the framework; training/culture change; tone of the document; Planning Act and Ontario Heritage Act applications; and removing barriers and outreach for engagement. These general areas of public input are addressed in more detail in the Options/Discussion section of this report and within Exhibit E to Report Number AP-17-031.

This report recommends the approval of the framework and a public engagement charter; and also includes public engagement worksheets, an implementation plan and public comments as

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supporting information. The development of an implementation plan was critical as many of the comments from the public raised concerns with regards to the implementation of the framework.

City staff have already initiated the following actions to try to address some of the implementation concerns raised through public comments:

1. Online public engagement platform (Engagement HQ through the company 'Bang the Table') – This online platform will be implemented in October and will enable members of the public to register and then provide input on various City projects/policies. The public will be able to submit their ideas which could initiate change. This will be an 18-month pilot project and long term implementation will be reviewed after the pilot period. The cost of the pilot project is covered in the 2017 budget;
2. Activity bags for children – These bags will include various activities and will be made available at public engagement sessions to ensure that parents may be able to participate while their children are entertained. The initial cost for this is covered in the 2017 budget;
3. Facilitators for public engagement sessions – City staff are proposing to include funds in the operational budget to cover costs of facilitator and logistical support for various public meetings. This support will be required for projects or initiatives that are unplanned and/or unanticipated. Most projects are planned and will include funds in their respective project budgets to support a facilitator and logistical costs;
4. Council Support – The Clerk's Office will be providing logistical support to members of Council wishing to organize their own public engagement activities; and
5. Training for participants – The implementation plan includes a training and awareness plan on public engagement for City employees, City Council and residents.

These actions complement the framework content. It is important to note that the implementation of the public engagement framework will evolve based on experience and will require a longer timeframe, added resources and budget for public engagement activities.

Recommendation:

That Council endorse the City of Kingston Public Engagement Charter and the City of Kingston Public Engagement Framework, included as Exhibit A and B of Report Number AP-17-031 respectively; and

That Council direct staff to include baseline funding amounts in the operational budget to cover the cost of facilitation and logistical elements of public engagement for projects or initiatives that are unplanned and/or unanticipated and further that budgets for all future planned projects and initiatives include appropriate funding for public engagement activities.

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Authorizing Signatures:

ORIGINAL SIGNED BY COMMISSIONER

Lanie Hurdle, Commissioner, Community Services

ORIGINAL SIGNED BY COMMISSIONER

Denis Leger, Commissioner, Corporate & Emergency Services

ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER

Gerard Hunt, Chief Administrative Officer

Consultation with the following Members of the Corporate Management Team:

Desirée Kennedy, Chief Financial Officer & City Treasurer

Mark Van Buren, Acting Commissioner, Transportation & Infrastructure Services

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Options/Discussion:**Public Engagement Background and Process**

In October 2015, Council endorsed the vision, principles and elements of the Open Government work plan (2016-2018). Open Government includes the following elements:

- Open Engagement: Enhancing the manner in which the City engages and consults with residents, businesses and stakeholder groups through meaningful, productive and open dialogue.
- Open Governance: Providing information, education, transparency and improvements in community outreach to make City Council activity and decision-making more accessible and inclusive to all.
- Open Programs and Services: Simplifying the manner in which City programs and services are accessed by residents and businesses, and collecting data that can be used by Departments to drive better decision-making and efficiencies in the delivery of City programs and services.
- Open Data: Making more information regarding City programs and services available and usable by businesses and the general public while respecting security, privacy and accessibility concerns.

The development of a Public Engagement Framework was one of the deliverables identified within the Open Engagement element of Open Government. The process to develop a Public Engagement Framework for the City of Kingston began in April 2015 with a communications and engagement survey. In May 2016, there were three public workshops, group sessions, a Tweetchat and an online survey to identify vision statements and a set of values or principles for public engagement practices. A public survey was created using the vision and values statements to validate what was heard and to gather additional ideas. Meetings were attended with specific groups including members of Kingston's rural community, seniors with low income, immigrant youth, a social housing tenant advisory group and a north-end action group. A tweet chat was also held on June 28, 2016.

City staff took the above feedback into consideration and also researched other municipal best practices including the [City of Guelph](#), [Town of Oakville](#), [City of Calgary](#), [City of Edmonton](#), [City of Ottawa](#), [City of Burlington](#), [City of Waterloo](#), [City of Kitchener](#), [City of Kamloops](#) and the [City of Victoria](#). Through this research, it was identified that although each Public Engagement Framework has differences in their approach, for the most part they have similar formats and elements. Staff also reviewed documentation produced by the International Association for Public Participation ([IAP2](#)).

A draft Public Engagement Framework was issued for public input in February 2017. Like many other municipal engagement frameworks, the City's draft framework included worksheets that help guide the engagement level. Although worksheets will be primarily utilized by staff as a guide for engagement, it was important for the public to be able to review the content of the

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worksheets to gain a better understanding of the proposed process. The worksheets not only provide context for the Public Engagement Framework but they also make the process more transparent.

The City provided a number of options for public input through this phase of the engagement:

- Four focus group sessions were held at the end of February and early March;
- A public survey on the City's website from February 15 to March 10, 2017; and
- An open house was held on March 8, 2017.

The City received significant feedback during this first round of consultation on the Public Engagement Framework. Staff prepared a report and presented comments received in the first round of consultation at a special meeting of Council on April 25, 2017.

The first draft was then significantly amended to address comments and was re-issued to the public for a second round of consultations which included focus group meetings held in May and June as well as a survey that closed in June.

Significant feedback was again received through this second round of consultations. All comments received in this second round of consultation are included in Exhibit E. These comments were reviewed and additional changes were made to the Public Engagement Framework to address public feedback.

The third draft of the Public Engagement Framework was then sent to community associations in August. Comments were received and reviewed for this third consultation. These comments have also been included in Exhibit E and resulted in additional changes being made to the third draft. The final draft attached to this report and recommended for Council's approval has gone through significant changes over the last 6 months as a result of public input.

This report includes the Public Engagement Framework and the City's Public Engagement Charter which are being presented for approval. The report also includes the executive summary, public engagement worksheets, public comments with staff's responses and an implementation plan for Council's information.

Public Engagement Comments

Comments received through the second and third phases of engagement included items that have broader implications as they relate to civic engagement. This section of the report highlights comments that were broader in nature (Public Engagement and Civic Engagement) as well as comments that apply to the entire Public Engagement Framework, including to some specific sections of the Framework. Staff are also describing how these comments have been addressed in the final draft of the Framework or within the recommendations of this report.

Comments and Feedback

- Negative Tone of the Public Engagement Framework

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Although it was recognized by many residents that the second draft of the Public Engagement Framework had been improved significantly, there were still concerns in regards to the tone in some sections of the Framework. Further revisions were made in the third draft and the final round of comments from community associations no longer noted concerns with the tone of the document. Staff believe that this concern has been addressed with all revisions made to the final draft Framework.

- Look and Feel of the Public Engagement Framework

Some additional comments were made in regards to the need to continue to improve the look and feel of the Framework. The main concerns raised were in regards to the length of the document and repetitive information included in the Framework. There were also comments in regards to numbering of sections and an improved visual layout. In order to address these comments, staff removed a significant amount of duplicate information, reduced the length of the Framework and created an executive summary for members of the public wishing to only review the elements at a higher level. Sections have now been numbered, a version and date have been added and visual graphics have been incorporated in the final draft.

- City's Commitment to Public Engagement

Some comments were received in regards to concerns that the expressed commitment was not sufficient to demonstrate the City's commitment to public engagement. Suggestions were made to develop a public engagement charter which reinforces the City's commitment to public engagement. Staff developed a draft charter which was reviewed in the second and third round of public engagement. The charter was slightly amended as a result of public input and is attached as a separate document for Council approval. Staff believe that this matter has been addressed in the final draft.

- Implementation Process

The majority of the comments received were in regards to the implementation of the Framework. Many members of the public felt that the Framework had been significantly improved since the first draft but were concerned with the actual implementation. Areas of implementation that members of the public were most concerned with included training/culture change for all participants, evaluation of public engagement activities and amendments to the process if required.

It is recognized that the Public Engagement Framework is a guiding document, but in order for its implementation to be successful, a significant change in the approach for public engagement is required which includes increased accountability, awareness, training and dialogue. It was noted that this change was required not only within the City organization but also with Council members and the public. Staff recognize the need for change in approach and also awareness for all involved in public engagement.

An implementation plan has been developed to try to address public feedback. The implementation plan includes information on training and awareness for all participants as well as a number of other tools such as having facilitators available to help guide public engagement sessions, a community engagement network, an internal engagement group and a public

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engagement online platform. Some of these tools will also help to remove some barriers to participation.

The evaluation process for engagement activities will be critical to ensure that participants feel that they have been heard and that they were able to be part of the final outcome. The evaluation section of the Framework was amended to make sure that the City could get a sense as to how satisfied participants were with the engagement activities. Success will be measured by the level of satisfaction of the actual engagement activities and not the outcome itself as it is recognized that the outcome will not reflect all participants' input.

- Public Engagement Framework, Planning Act and Ontario Heritage Act Applications

There were a number of questions from members of the public in regards to how the public engagement framework may apply to applications submitted under the Planning Act and the Ontario Heritage Act. Applications under both the Planning Act and the Ontario Heritage Act have specific notification requirements and timelines for approvals. Staff have explained that because of these specific legislative requirements and timeframes, which can be quite short, the applications under both provincial Acts are not subject to the Public Engagement Framework. Policies and plans for both Planning and Heritage will have additional public engagement opportunities in line with the Public Engagement Framework as they are not prescribed with tight timelines. Examples of these policies and plans would include the North King's Town Vision Exercise and Secondary Plan as well as the Community Benefits Guidelines.

Furthermore, increased public engagement in the planning application process will be presented to Council in October. This enhanced process will include more opportunities to provide input on applications as well as the establishment of a resident-based working group to provide input on major planning policy work. These proposed changes and improvements were developed as a result of a Council motion and Bill 73, Smart Growth For Our Communities Act, 2015. They will be brought to Council at the same time as the Public Engagement Framework to ensure that Council has the bigger picture on public engagement prior to making any final decisions.

- Removing Barriers for Public Engagement

A number of comments were received in regards to removing as many barriers as possible to ensure a greater outreach for public engagement. Several comments indicated that many members of the public may not be comfortable voicing their opinions and ideas within a group setting and they do not have time or cannot attend various public meetings. It was noted that it is critical for the City to provide access to various approaches to public engagement, including online options and help in removing barriers for those who may wish to attend public meetings.

Public comments also included removing barriers for parents, better integration of children, locations and times that are accessible for all. There was also feedback on how the City needs to improve its approach to reaching out and informing members of the public of the engagement opportunities. One of the concerns noted was that many people are not aware of the engagement activities and the City website needs to be improved to make public engagement information more prevalent.

Staff have reviewed various options to address the feedback summarized above. Staff are in the process of implementing an online public engagement platform (Engagement HQ through the

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company 'Bang the Table') for a pilot period of 18 months. This platform will be launched in October and will provide members of the public with the ability to register to provide input online, review other comments and enable a forum for dialogue. This will also allow any member of the public that are registered to submit their ideas online. The online platform will be monitored to ensure that input is reviewed and assessed and that the City follows up on the input received. The online platform will be accessible from the front page of the City website under the 'Get Involved' banner. The online platform will provide information about the project and a link to project pages on the City website. The 'Get Involved' page will continue to include the calendar of upcoming sessions.

Staff have identified that computer tablets are an invaluable tool that could be utilized for gathering input from the public at sessions. The tablets will allow the public to access the online platform at engagement sessions to provide input electronically.

A communications strategy in the implementation plan includes raising the awareness of the online platform and public engagement generally through ongoing communication utilizing various techniques. The City will also be introducing activity bags available for children at various public engagement sessions. This will ensure that parents can attend and participate undistracted in these engagement sessions while their children can be entertained with activities.

Extending the reach for new participants in public engagement activities can be challenging. Staff have reviewed some options and one of the approaches selected will be to work more closely with community associations and other key agencies/organizations to establish a community engagement network to ensure that information regarding public engagement activities is distributed beyond the City's channels. Distribution of information at locations such as the YMCA, Kingston Community Health Centres and the Boys and Girls Club will form part of the strategy to try to reach out to new potential participants.

- Council Support for Public Engagement

Comments were received about the City providing more logistical support for Council members to be able to hold more public engagement activities such as district meetings. It was noted that members of Council do not necessarily have the time or information needed to plan all logistical requirements of public engagement activities. The City Clerk's Office has indicated that it is available to provide logistical support which includes distributing agendas, booking meeting spaces and organizing equipment required for any proposed meetings. Council members can work directly with the Clerk's Office to obtain support for their district based public engagement activities.

Existing Policy/By-Law:

Not applicable

Notice Provisions:

Not applicable

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Accessibility Considerations:

Not applicable

Financial Considerations:

Comments are included in the body of the report. Individual departments will also need to make budget and resources available to undertake appropriate engagement activities in line with this report.

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City of Kingston Departmental Directors

Exhibits Attached:

- Exhibit A City of Kingston's Public Engagement Charter
- Exhibit B Draft Public Engagement Framework
- Exhibit C Draft Public Engagement Framework Executive Summary
- Exhibit D Draft Public Engagement Worksheets
- Exhibit E Public Engagement Framework Public Comments
- Exhibit F Public Engagement Implementation Plan

Appendix

The City of Kingston's public engagement charter

Public engagement is a priority for the City of Kingston. This charter represents the City's commitment to that priority and reinforces the priority of the fundamental concepts outlined in the public engagement framework, including the roles and responsibilities for residents, council and City employees, key principles and techniques.

The City of Kingston is committed to following The International Association for Public Participation (IAP2) as a recognized standard for public engagement. The levels of engagement are outlined in the public engagement framework.

The involvement of Kingston residents in the City's decision-making process is vital to democracy.

Public engagement encourages participation, actions and personal responsibility. The goal of public engagement is more informed and, therefore, better City decision-making. Trust and confidence in the City of Kingston increases when residents are engaged in decision-making that impacts them. Opportunities need to be created for discussions, problem-solving and planning for the City of Kingston's growth.

Successful public engagement requires meaningful interaction and dialogue between all participants. Securing the mutual respect of all participants, including residents, City employees and members of council will ensure the success of public engagement.

The City will utilize technology to play a crucial role in the techniques used to engage. There is no single form of engagement that will meet the needs of all. As technology changes, adjustments will be made to ensure the City is providing residents with enhanced tools to make them aware of engagement opportunities, have a voice and to bring new ideas forward.

Respect is exemplified by:

- Listening with an open mind;
- Showing consideration for another point of view;
- Valuing the role each person plays in the public engagement process.

Together, the City of Kingston's residents, council and City employees will improve public engagement and enhance the City.





DRAFT
**PUBLIC
ENGAGEMENT
FRAMEWORK**

August 29, 2017 | Version 4





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Related definitions

Term	Definition
City or Corporation	The Corporation of the City of Kingston.
Communicate	To share or exchange information – two-way communication.
Data	Facts represented as text, numbers, graphics, images, sound or video – the raw material used to represent information, or from which information can be derived.
Discrimination	Any form of unequal treatment based on grounds that result in disadvantage by imposing extra burdens or by denying benefits. It may be intentional or unintentional. It may involve direct actions that are discriminatory on their face, or it may involve rules, practices or procedures that appear neutral, but have the effect of disadvantaging certain groups of people. It may be obvious, or it may occur in very subtle ways.
IAP2	International Association for Public Participation (IAP2) is an association of professionals in the field of public participation (P2) whose members seek to promote and improve the practice of public participation in relation to individuals, governments, institutions, and other entities that affect the public interest in Canada and around the world.
Inclusivity	The fact or policy of not excluding participants on the grounds of age, creed, gender, sexual orientation, family status, marital status, ability, race, ancestry, record or offences.
Inform	One-way communication to provide information. The initial step in all public engagement.
Open data	Data that is made public in a machine-readable format, unless it is exempt for legal, privacy, security, confidentiality or commercially-sensitive reasons.
Open government	A government guided by the principles of transparency, accountability, participation and innovation.
Participant	A person involved in an activity or event related to public engagement activities such as a resident, City employee or councillor.
Public engagement	The process by which residents are informed on, or given the opportunity to be involved in, City decisions that impact all or part of the community.
Public engagement charter	A commitment between council and residents for public engagement.
Public engagement techniques	A range of methods used to encourage residents to share ideas and opinions with the City that will assist with making decisions that impact all or part of the community.
Resident	Any person residing or owning property within the boundaries of Kingston.

Why a public engagement framework?

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's core values are Teamwork, Respect, Integrity and Pride. The City is committed to being open, transparent and accountable, and to engage and empower residents to participate in meaningful discussions and innovative solutions. Kingston residents have the right to access information and proceedings to allow for effective public engagement and oversight of City affairs.

The City's open government framework is an essential requirement of a smart city. The four key components of open government are: open data, open governance, open programs and services, and open engagement.

The City recognizes that there are three ways for change to be brought forward through public engagement:



Resident-driven



Council/councillor-driven



City employee-driven

Although this public engagement framework focuses on the City employee-driven approach, it also captures a number of approaches for resident-driven and council-driven change.



Setting realistic expectations

The framework does not replace any existing laws, but supports City employees in meeting and, where appropriate, exceeding legal requirements. Expectations include:

- identifying timelines for the whole project;
- making all background information available as early as possible in the process; and
- identifying how input will be received and used to make a recommendation and/or decision.

Please note:

- The City will inform the public when it performs maintenance activities at various public locations for health and safety reasons.
- Planning and heritage applications have their own prescribed and separate legislative processes with specific time frames outlined in the *Planning Act* and the *Ontario Heritage Act*; therefore, they are not subject to this framework. However, all planning and heritage projects that are not legislated are subject to this framework.

While the City will endeavour to ensure that all residents' feedback is taken into consideration through public engagement, it is not possible to satisfy the opinion of every participant in final recommendations and/or decisions.

What is public engagement?

Public engagement identifies ways that residents, councillors and City employees can be involved and participate collaboratively in problem-solving and decision-making processes. It should be based on the following criteria:

- Clarity of purpose: Participants must be clear on the role they play in the process.
- Reflective of diverse populations and opinions: Efforts will be made to engage the community's demographic diversity to the greatest extent possible.
- Purpose: Raise awareness with residents and ensure that all participants' perspectives are heard, taken into consideration and help to inform decision-making.
- Based on accurate information: Ensure information about the major elements of any issue or initiative is accurate so that participants can refine their perspectives, voice their points of view and better understand those of others.
- Organized and well-facilitated: Processes should be facilitated by someone who will encourage participation that is respectful and equitable so that discussions stay focused and sufficient time is given to the most important issues.
- Communication of results: Results will be shared with residents. This includes reporting back after individual sessions and offering explanations of how input from participants informed final recommendations and/or decisions.



Key principles

1. **Inclusivity:** Organizers will try to ensure an accurate representation of the community is reflected by using a range of techniques to engage residents.
2. **Early involvement and timely communication:** Accurate information will be communicated as early as possible in the public engagement process to assist residents in their planning, preparation and participation.
3. **Respect:** All participants must be respectful of diverse views, values and interests. The process must also respect decision-making protocols and jurisdictions at the municipal and provincial levels.
4. **Transparent and accountable:** The process will demonstrate a commitment to efficient and effective use of taxpayer dollars and ensure both the process and its outcome are transparent.
5. **Clear and coordinated approach:** Throughout the engagement process, plain language and a variety of communication channels will be used to optimize residents' input, because people learn and engage in different ways. Public engagement activities will be coordinated and/or combined where possible to help find efficiencies.
6. **Continuous improvement:** Public engagement activities will be regularly evaluated and improved.

Guidelines for participation

All participants need to be aware of, and agree to, the following guidelines at the beginning of any public engagement process:

Participants agree to:

- Be respectful of all participants;
- Be open to all ideas;
- Adhere to the established process and time frame;
- Change process during a session only by group decision, if necessary;
- Allow everyone the opportunity to speak;
- Allow people to speak without interruption;
- Try to include everyone; and
- Turn cell phones off/mute.

Guidelines for participation will be visible where appropriate at public engagement sessions.

The City is committed to providing a respectful environment for all participants that will enable them to express their perspectives on topics freely without fear of intimidation or reprisal. To maintain a respectful environment, a participant may be asked to remove himself/herself from a public engagement activity if he/she has:

- Refused to follow the guidelines for participation. This may involve ignoring time restrictions for speaking.
- Displayed disrespectful behaviour or made disrespectful comments when others expressed a point of view.
- Made disrespectful personal comments or attacked other participants.



Roles to initiate change

Resident roles:

- Actively implement the principles of the public engagement charter;
- Initiate change by bringing forward ideas and thoughts that may help the City and the community find creative solutions to challenges through various means, including an online public engagement platform;
- Participate by offering ideas, suggestions and alternative solutions;
- Work collaboratively with fellow participants, the facilitator, council and City employees to find solutions; and
- Identify concerns and issues early and throughout the process, and request alternative ways of participating if required.



Council roles:

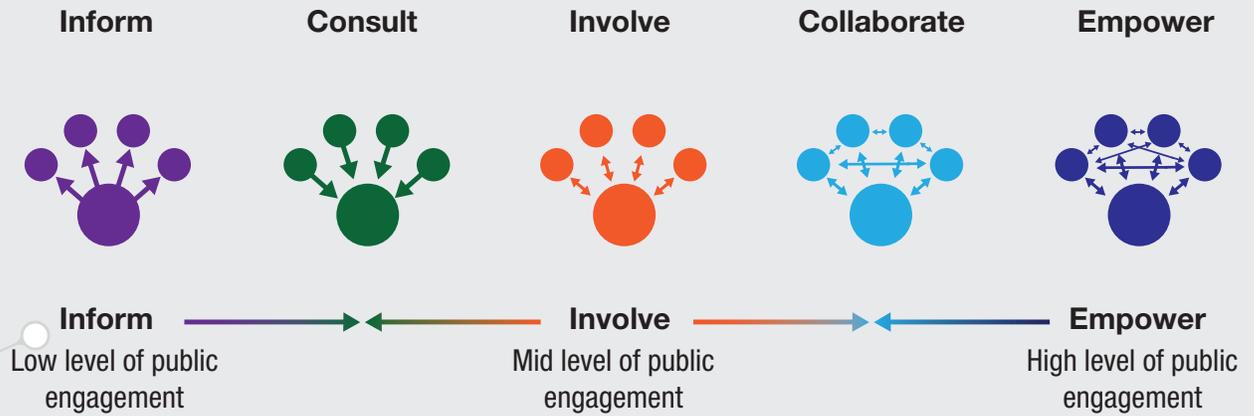
- Endorse the public engagement charter and ensure it is embedded in the culture;
- Review any information gathered prior to making decisions;
- Make sure that the City employee proposals, individual concerns and overall public benefit are all considered;
- Work collaboratively with residents and City employees to find solutions;
- Debate and approve various motions, with direction, to initiate change; and
- Attend or be involved in public engagement activities when feasible.



City employee roles:

- Actively implement the principles of the public engagement charter;
- Provide access to tools, such as an online public engagement platform, to ensure that residents can initiate change;
- Work collaboratively with residents and council to find innovative solutions;
- Ensure the public engagement process is inclusive, that all information is available as early as possible and is clear, simple and informative;
- Ensure the final reporting identifies resident feedback and explains how this feedback will be considered in the final recommendations and/or decisions; and
- Ensure that consultants and facilitators undertaking public engagement activities on behalf of the City comply with the public engagement framework.

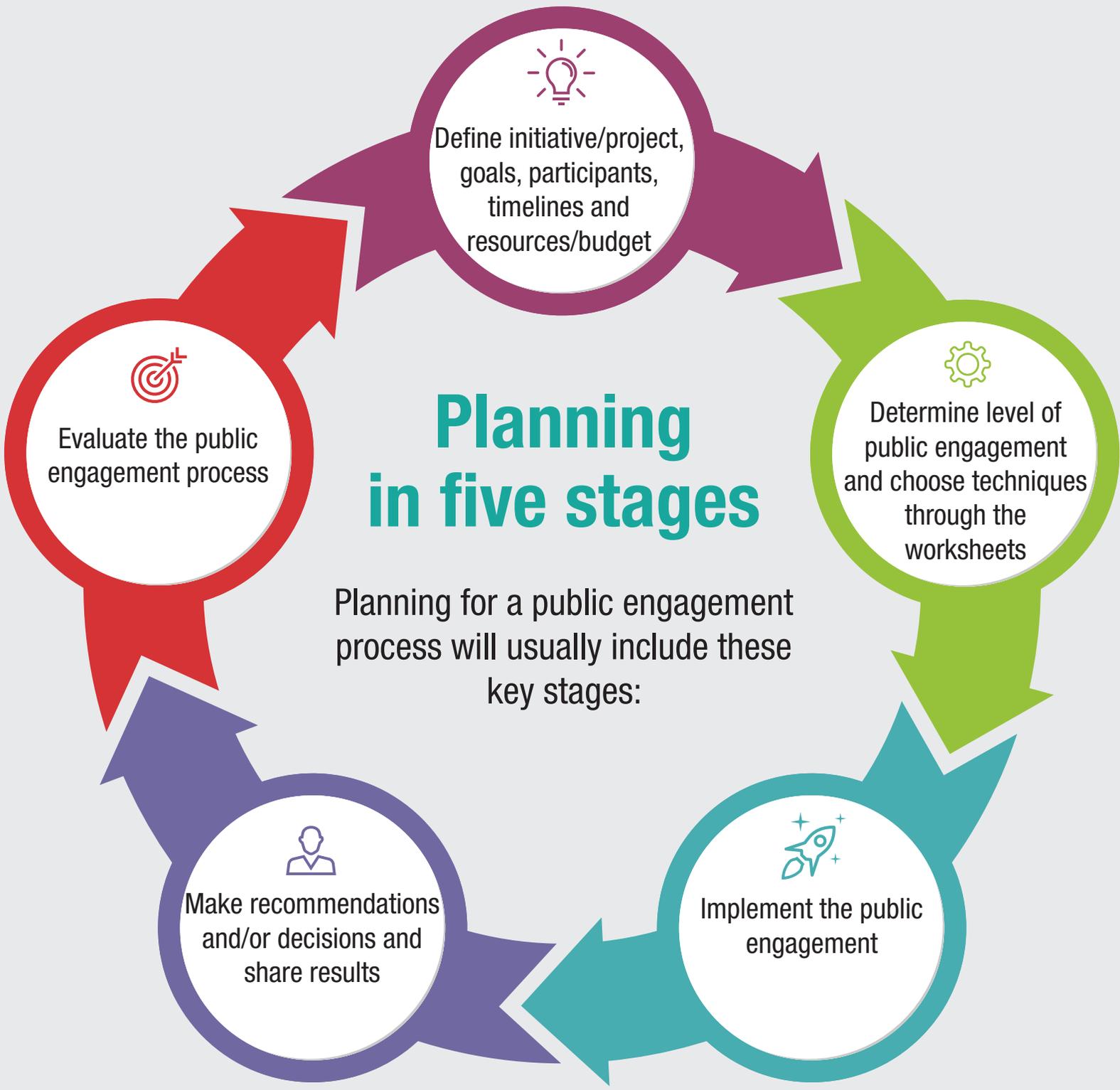
Public engagement continuum – level of engagement



The various levels of engagement should not be considered in isolation of the others. Not all projects and initiatives require the same level of engagement. This framework and the worksheets help guide which level of engagement and which techniques will be used. These can be amended based on resident feedback.

Level of Engagement	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Who	City-employee initiated	Predominantly City employee-initiated	Residents, council and City employees	Residents, council and City employees	This will usually be driven by council.
What	The first step for all public engagement.	Effective when the direction of an issue is constrained by time, budget, technical and/or statutory requirements, but there is an opportunity for residents to influence details.	Requires a more open timeframe.	Requires more time and/or resources/ budget allocated.	This will usually be driven by council.
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis and alternatives.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision, including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are considered and evaluated and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and look to incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

The content above has been adapted from the International Association for Public Participation (IAP2)





1 - Define the initiative/project, goals, participants, timelines and resources/budget

Determine the objectives and level of engagement

The goals should be defined to help determine the level(s) of public engagement. The following examples can help identify the objectives of engagement:

- Obtain feedback from residents – including innovative ideas;
- Build cooperative relationships;
- Hear interests and concerns early in the process;
- Gather a wide range of options for solving problems or improving services;
- Reduce likelihood of delays in implementing new initiatives; and
- Develop better solutions.

Who should be involved?

Consider how residents will be involved. Not all residents will be impacted in the same way or have the same level of interest in a project. The list below offers some examples:

- General public
- Landowners, residents and resident associations
- Community and neighbourhood organizations/associations/steering committees/working groups
- Businesses and business associations
- Professional associations
- Charities and service clubs
- Agencies, boards, commissions
- Other levels of government
- School boards and local schools
- Student organizations
- Not-for-profit organizations and groups
- Indigenous peoples
- Labour organizations
- Other participants

Timelines and resources

Timelines and resources have an impact on public engagement. Some times may not work for everyone wishing to participate and this is one of the reasons why more than one technique should be used. City employees have to identify both the human and financial resources required to implement the public engagement program.



2 - Determine the level of public engagement and techniques

The level of engagement depends on the project/initiative, timelines and resources and could change depending on public input. The techniques are outlined in the worksheets.

Depending on the scope of the project, the goals, budget, timelines and level of engagement, City employees will select a number of techniques to engage residents. The selection of a technique is at the discretion of City employees and will consider resident input.



3 - Implementation

Communicating and encouraging participation

A communication plan — separate from the public engagement plan — will be established to ensure residents are provided with information and made aware of public engagement opportunities. City employees will select accessible locations for engagement. If the engagement activity takes place online, background material will be readily accessible at CityofKingston.ca.



4 - Make recommendations and/or decisions and share results

Reporting back on decision-making will vary depending on the complexity of the issues. Decision-making that requires council approval will include a section in the council report that will summarize activities and how the feedback was considered in the recommendations and/or decisions.

When it is up to City employees to make a final decision, information on decision-making will be provided on the City website along with a summary of the engagement, comments and rationale for the decisions reached.



5 - Evaluation

Evaluation closes the loop by measuring the effectiveness of the public engagement and identifying opportunities for improvement. Evaluation techniques can include: informal discussions, interviews, and a participant evaluation form.

The following are key questions that should be asked during the evaluation:

- Did the engagement reach interested people and ask the right questions?
- Did you as a participant feel you were heard?
- Did the chosen engagement levels and techniques accommodate the needs of participants?
- Did the input provide information that had an impact on the recommendations and/or decisions?



PUBLIC ENGAGEMENT FRAMEWORK

Executive summary



Public engagement definition

The process by which residents are informed on, or given the opportunity to be involved in, City decisions that impact all or part of the community.

The City is committed to engaging residents on issues 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's public engagement framework is intended to guide how residents and the City engage on a given issue or effort put forth by residents, council or City employees.

Everyone has a responsibility to work together, listening and learning from each other through meaningful dialogue.

Charter

The public engagement charter outlines the City's commitment to making public engagement a priority with an associated process that will be continuously improved to reflect new insight, input and technologies.



Key principles

The framework is guided by six key principles;

- 1. INCLUSIVITY:** Public engagement will be encouraged with inclusivity in mind. Organizers will try to ensure an accurate representation of the community is reflected by using a range of techniques to engage residents.
- 2. EARLY INVOLVEMENT AND TIMELY COMMUNICATION:** Accurate information will be communicated as early as possible in the public engagement process to assist residents in their planning, preparation and participation.
- 3. RESPECT:** All participants must be respectful of diverse views, values and interests. The process must also respect decision-making protocols and jurisdictions at the municipal and provincial levels.
- 4. TRANSPARENT AND ACCOUNTABLE:** The process will demonstrate a commitment to efficient and effective use of taxpayer dollars and ensure both the process and its outcome are transparent.
- 5. CLEAR AND COORDINATED APPROACH:** Throughout the engagement process, plain language and a variety of communication channels will be used to optimize residents' input, because people learn and engage in different ways. Public engagement activities will be coordinated and/or combined where possible to help find efficiencies.
- 6. CONTINUOUS IMPROVEMENT:** Public engagement activities will be regularly evaluated and improved.



What is good public engagement?

Successful public engagement fosters an open and inclusive environment for the exchange of ideas and input through a variety of participation techniques. Residents, council and City employees will work together to achieve the best possible decisions for the City through fulfilling their different roles and responsibilities.

- **RESIDENTS** participate openly and constructively offering ideas and working collaboratively with other participants, City employees and council to identify concerns, offer ideas and opinions and listen and respond to others.
- **COUNCIL** supports the public engagement charter, participates in engagement when feasible, reviews gathered input prior to making decisions and works collaboratively with residents and City employees to find solutions.
- **CITY EMPLOYEES** actively implement the principles of the public engagement framework, work to ensure the process is inclusive and clear, and explain how feedback will be incorporated into decisions.

Guidelines for participation

All participants' opinions need to be heard and taken into consideration and those opinions will help inform decision-making. While the City will endeavour to ensure that all residents' feedback is taken into consideration through public engagement, it is not possible to satisfy the opinion of every participant in final recommendations and/or decisions. **Final decisions do not necessarily reflect everyone's opinions and comments.**

The City is committed to providing a respectful environment for all participants that will enable them to express their perspectives on topics freely without fear of intimidation or reprisal.

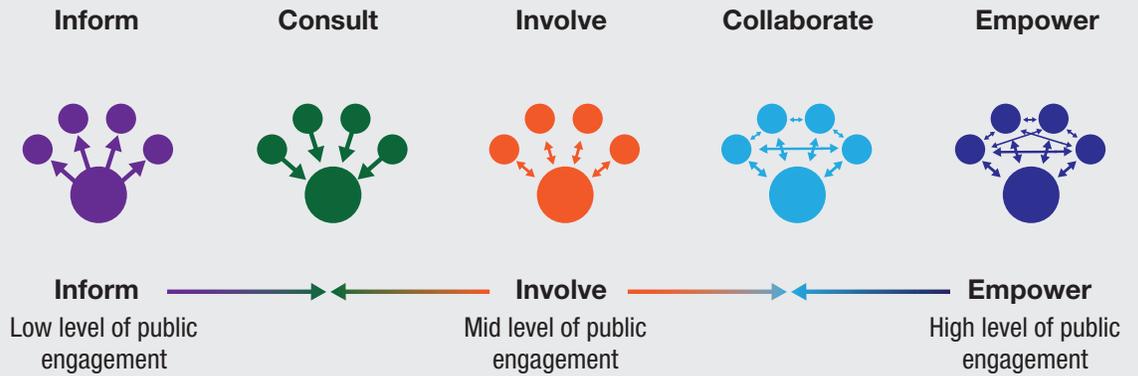
Participants will be expected to:

- Listen with an open mind;
- Show consideration for another point of view; and
- Value the role each person plays in the public engagement process.

All participants agree to the guidelines for engagement to ensure they remain in a safe space for voicing opinions and ideas. These will be established at the start of public engagement activities and reinforced throughout.

Continuum – level of engagement

The continuum provides for various levels of engagement and individual levels should not be considered in isolation of the others. Not all projects and initiatives require the same level of engagement. These can also be amended based on resident feedback.



Planning for public engagement

involves five key stages:


Define initiative/project, goals, participants, timelines and resources/budget


Determine level of public engagement and choose techniques through the worksheets


Implement the public engagement


Make recommendations and/or decisions and share results


Evaluate the public engagement process

The public engagement framework is a blueprint for engaging residents in decisions that impact them. Working together, Kingston's residents, council and City employees will improve public engagement and enhance the city and its quality-of-life.

Source - International Association for Public Participation (IAP2)



DRAFT

PUBLIC ENGAGEMENT FRAMEWORK

Worksheets

August 9, 2017 | Version 3





PUBLIC ENGAGEMENT PLAN WORKSHEET – Worksheets help guide City employees through the development and implementation of public engagement.

PROJECT NAME

PROJECT NAME	
Identify the project/areas of the project for which public input is being sought.	
Identify the decisions that the public can influence with input.	
Time frame for overall project	
Time frame for engagement	
Identify any legal requirements	
Budget	
Technical constraints	
Employees responsible for initiative/project	
Departments needed to support the engagement	
Departments affected by the outcomes	
Are there other City projects that will be affected by this engagement?	
Identify the time frame(s) for the other initiatives/projects.	

PROJECT NAME		
Participants (check with x)	<input type="checkbox"/>	General public
	<input type="checkbox"/>	Landowners, residents and resident associations
	<input type="checkbox"/>	Community and neighbourhood organizations/associations/steering committees
	<input type="checkbox"/>	Businesses and business associations
	<input type="checkbox"/>	Sports and recreation groups
	<input type="checkbox"/>	Health organizations and associations
	<input type="checkbox"/>	Cultural/arts groups and organizations
	<input type="checkbox"/>	Professional associations
	<input type="checkbox"/>	Environmental groups
	<input type="checkbox"/>	Social Services not-for-profit organizations
	<input type="checkbox"/>	Charities and service clubs
	<input type="checkbox"/>	Agencies, boards, commissions
	<input type="checkbox"/>	Other municipalities
	<input type="checkbox"/>	Provincial government
	<input type="checkbox"/>	Federal government
	<input type="checkbox"/>	School boards and local boards
	<input type="checkbox"/>	Student organizations
	<input type="checkbox"/>	Institutions
	<input type="checkbox"/>	Council
	<input type="checkbox"/>	City advisory committees
	<input type="checkbox"/>	City boards
	<input type="checkbox"/>	Not-for-profit organizations
	<input type="checkbox"/>	Special interest groups
	<input type="checkbox"/>	Faith-based groups
	<input type="checkbox"/>	Indigenous peoples
	<input type="checkbox"/>	Youth
	<input type="checkbox"/>	Labour organizations
	<input type="checkbox"/>	Other participants

Based on the participants, different engagement techniques may be required. Identify the potential impact for participants.

Level of engagement

The following questions will help determine the level of public engagement that should be applied to your initiative, project, program or policy.

Questions	Low	Moderate	High
What level of impact will the public input have on the outcome of the recommendation and/or decision?			
Potential to impact City services (programs, policies, buildings, locations etc.).			
What is the legally required level of public engagement?			
What level of impact or risk will the initiative/project have for a neighbourhood or the broader community?			
What is the level of controversy expected?			
How critical is public buy-in for this initiative/project?			
What are the resources required (human, financial and time) for the public engagement process?			

Impact	Low	Moderate	High
Project type	<input type="checkbox"/> Standard/routine	<input type="checkbox"/> Unique/pilot project	<input type="checkbox"/> Multiple phases/new program or initiative
Project time frame	<input type="checkbox"/> Three months to a year	<input type="checkbox"/> One to three years	<input type="checkbox"/> Three plus years
Community impact	<input type="checkbox"/> Fewer than two organizations or groups of participants	<input type="checkbox"/> Three to 10 organizations or groups of participants	<input type="checkbox"/> 10 + organizations or groups of participants
Internal impact	<input type="checkbox"/> Within a department	<input type="checkbox"/> Multiple divisions within a department	<input type="checkbox"/> Multiple divisions across multiple departments

If most of the answers to the questions are:

Low to moderate: The level of engagement should primarily be **Inform and Consult**

Moderate to high: The level of engagement should primarily be **Involve and Collaborate**

The level of engagement on an initiative, project, program or policy could be amended based on public input.

Engagement plan

Tool or tactic	Purpose	Audience	Timing	Lead	Notes/Status
Communication - INFORM	<p>Ensure the public is aware of the Public Engagement Plan and the opportunities to provide input.</p> <p>Communication actions:</p> <ul style="list-style-type: none"> ▪ Write communications plan ▪ Design and write all elements within communications plan ▪ Draft content for website and update ▪ Implement all elements within communications plan 				
Public engagement techniques/ level of engagement to be included	Based on the project this area will be expanded on to include the techniques to be used.				
Evaluate engagement technique	Where appropriate, evaluate the engagement technique.				
Reporting back	To report back to residents what was heard and how has it influenced a decision.				This will be posted on the project page and shared.
Evaluate	Evaluate engagement process using the evaluation form.				
Report to Council	Report back to committee and/or council. Include public engagement summary, summary of comments and verbatim comments.				

Public engagement tools and techniques

The following list of tools and techniques can be used for public engagement. In many cases, a combination may be used for the same initiative/project and will be determined in consultation with the communications and customer experience department.

The levels of engagement are based on the International Association for Public Participation.

Technique	Why use this technique?	Considerations	Notes about the technique	Level of engagement
Advertisements				
Paid advertising in newspapers, magazines, supplements, radio, television, etc. (i.e. <i>Kingston This Week, Kingston Whig Standard, Bell Media, K-Rock, CKWS, Kingston Life, Profile, etc.</i>).	For community-wide notice of information.	<p>Cost associated.</p> <p>Potentially reaches broad community.</p> <p>Required for legislated requirements.</p> <p>Dedicated readers, viewers.</p> <p>Available departmental resources.</p> <p>Lead time.</p>	<p>Voice of the City – City page runs in the <i>Whig</i> on Tuesdays. Cost associated.</p> <p>Legislated ads. Text only, no design.</p> <p>KTW City page runs on Thursdays. Free ads, designed ads, need to be booked in advance. Work with Communications Officer to develop.</p> <p>CKWS City show is on every Monday and is a paid spot with scripted content.</p>	INFORM
Website				
	All advertising and promotional materials should be linked to the website.	<p>All information needs to be located on the website.</p> <p>Makes information accessible anywhere at any time.</p> <p>Saves printing</p>	<p>Must be updated regularly.</p> <p>Ensure easily searchable.</p> <p>Write for the website.</p>	INFORM

Technique	Why use this technique?	Considerations	Notes about the technique	Level of engagement
		<p>and mailing costs.</p> <p>Large files or graphics can take a long time to download.</p> <p>Accessibility needs to be considered for various types of documents.</p> <p>Can provide additional information and links to additional information.</p>		
eNewsletter				
Electronic newsletter that promotes programs, services and decisions.	Notice of information.	<p>Cost associated.</p> <p>Need to have a subscriber list.</p>	Have a regular timeline established for the eNewsletter.	INFORM
Digital Information Network (DIN)				
Digital screens in City facilities to share information.	For notice of information.	City has screens in facilities that can be posted to raise awareness and inform the public.	<p>There are different screens maintained by different departments.</p> <p>Some screens in City facilities are third party.</p>	INFORM
Printed materials				
<p>Posters</p> <p>Brochures/Rack Cards</p> <p><i>Leisure Guide</i></p>	<p>To provide information to a large audience.</p> <p>Can be used as a handout.</p> <p>Consistent message.</p>	<p>Cost associated.</p> <p>Encourages written responses when comment form is enclosed.</p> <p>Only as good as</p>	<p>Graphically interesting.</p> <p>Could be used to explain the community role and how the comments received affected</p>	INFORM

Technique	Why use this technique?	Considerations	Notes about the technique	Level of engagement
Newspaper Inserts Mail drops Door hangers Tax bill insert Voice of the City tabloid (VOTC) Newsletter	Get message out quickly.	the mailing list/distribution network. Limited capability to communicate complicated concepts. Most of these are done at certain times of the year and have limited additional space. Long lead times on items such as the <i>Leisure Guide</i> , tax bill insert, VOTC, newsletter, etc.	decisions.	
Issues papers/fact sheets				
Provide information on a specific project or topic.	Get a message out quickly. To provide information to a large audience. Can be used as a handout. Consistent message.	Cost associated. Encourages written responses when comment form is enclosed.	Graphically interesting. Could be used to explain to the community their role and how the comments received affected decisions.	INFORM
Signs				
Various signs along roads, on transit and in key locations.	To provide information to a large audience. Can be used as a handout. Consistent message.	Cost associated. Could use the road signs or Engineering signs, transit signs, billboard signs, etc.		INFORM

Technique	Why use this technique?	Considerations	Notes about the technique	Level of engagement
	Get message out quickly.			
News release				
Basic information that the media can use to start to write a story.	To inform the media of a project or event or to make media aware or respond to an issue or event.	Makes media aware of project milestones. News release is often used directly in articles.	Work with communications officer to develop a news release. These can also be used to create interest for a feature story or article.	INFORM
Media briefing				
A meeting with media to provide information and answer questions on a complex topic.	At the beginning of large projects when there are complex topics to be discussed, it is helpful to have a media briefing to be able to provide information and answer questions.	This will help over the course of the project as the media's understanding of the complex topic will be deeper. Time is required to prepare for the media briefing. All parties who may have questions asked about the project need to be present.	Work with communications officer to establish a media briefing. About 1.5 hours per topic to ensure adequate time to answer questions. Briefing is led by the presentation. Handouts are appropriate. Questions are permitted throughout.	INFORM
News conference				
A verbal statement to inform or respond to an event or project.	To inform the media of an issue, project or event, or to make media aware or respond to an issue or event.	Opportunity to reach all media in one location. Limit use to truly news-worthy events.	Ensure all speakers have media training.	INFORM
Information repositories				
Where the community can access printed	To share general information or	For general or detailed information on a	Need to ensure that staff at locations where	INFORM

Technique	Why use this technique?	Considerations	Notes about the technique	Level of engagement
material such as libraries, City Hall, distribution centres, schools and other community facilities.	large amounts of information (i.e. <i>Official Plan</i> , draft plans etc.). To make information accessible to those without online access.	topic. Information doesn't change often. Information can be signed out if it is a large document.	the information is located is aware of the materials. Keep a list of the items. Track the usage through a sign-in sheet.	
Presentations				
Use of a video, Power Point or verbal presentation.	A presentation is a method to provide information to citizens about a project. Builds relationships.	Time is needed to create presentation. Cost may be associated depending on the type of presentation.	Done at the beginning of a meeting. Uses plain language. Doesn't provide too much information. Keep the PowerPoint visual. Presentation should be short and simple. Allow time for questions. Post presentations online.	INFORM
Email and/or SMS				
Used to contact stakeholders with information and to receive input.	Reach a wide defined audience quickly.	Time is needed to receive and respond to responses.	Need to ensure the stakeholder list is accurate and up to date. A listserv to get updated information.	INFORM CONSULT
Social Media/Digital Advertising				
Facebook, Twitter, blog, YouTube,	Reach a wide audience instantly.	Use social media to get the message out	Regular monitoring is essential.	INFORM CONSULT

Technique	Why use this technique?	Considerations	Notes about the technique	Level of engagement
LinkedIn	Generate interest and raise awareness.	about engagement. Try to direct to email or website for commenting through surveys or email. Additional digital advertising.		
Events				
Existing events with activities that draws attendance, where a booth/table/display could be set up.	Raise awareness and inform the public.	Cost associated. Attending events to share information, raise awareness and attract attention. Could receive feedback depending on the topic. Staffing, event and tools available.	Add fun elements. Ensure displays are attention getting and informative.	INFORM CONSULT INVOLVE
Pop -up events				
Have a booth set up in a public location or business where information can be provided and or comments can be received.	Allows an opportunity to catch a different audience.	Cost associated. Staff time is needed for this. Need to determine how to advertise to let residents know this is taking place.	Comment cards should be available as a take away or complete in person.	INFORM CONSULT INVOLVE
Dot stickers/comment sticky notes/parking lot for comments				
Dot stickers /comment sticky notes allow residents to participate	Raise awareness and inform the public.	Time needed to prepare the boards for the dot stickers/ comment sticky	Adds an interactive element to events, open house or meeting.	INFORM CONSULT

Technique	Why use this technique?	Considerations	Notes about the technique	Level of engagement
<p>during meetings or events.</p> <p>Parking lot for comments.</p>		<p>notes to be applied.</p> <p>Can use the feedback to guide the conversation.</p> <p>Staff/facilitator is needed.</p>	<p>Consider use of images – very helpful when offering visual options.</p> <p>Be clear about the objective of the stickers.</p> <p>Have a spot that comments can be made and posted for participants to see and consider later by the group.</p>	
Tours				
<p>Provide tours for key stakeholders, elected officials, advisory group members and the media (i.e. walking tour, bus tour, boat tour, etc.).</p>	<p>To provide an opportunity to see a project site.</p>	<p>Opportunity to develop rapport with key stakeholders.</p> <p>Number of participants is limited by logistics.</p> <p>Potentially attractive to protestors.</p> <p>Plan to have enough staff available to prevent wandering, and if needed traffic control.</p>	<p>Clearly define the purpose and benefits before you decide to do it.</p> <p>Know how many participants can be accommodated.</p> <p>Plans for overflow or last minute attendees.</p> <p>Plan question/answer session.</p> <p>Demonstrations work better than presentations.</p> <p>Ensure accessibility and health and safety (i.e. personal protective equipment) is considered.</p>	<p>INFORM</p> <p>CONSULT</p> <p>INVOLVE</p> <p>COLLABORATE</p>

Technique	Why use this technique?	Considerations	Notes about the technique	Level of engagement
			Disorganized tour can lead to upset participants.	
Open house				
<p>Use to provide information and receive community feedback on projects.</p> <p>Can include posters, exhibits or displays that people can view at their own pace.</p>	One-on-one communication	<p>Costs associated with creating visuals, booking some meeting locations.</p> <p>Staff resources needed.</p> <p>Difficult to document community input with verbal comments.</p> <p>Ask participants to write comments on comment sheets.</p>	<p>Staff or consultant present to answer questions and receive verbal comments.</p> <p>Drop-in event allows flexibility for the community.</p> <p>Comment sheets are made available so attendees can provide comments.</p> <p>Encourage people to draw on maps, make comments on sticky notes to actively participate.</p> <p>Set up stations so that several people can view at once.</p> <p>Have someone at the door greeting and ensuring sign in and format of the open house.</p>	<p>INFORM</p> <p>CONSULT</p> <p>INVOLVE</p>
Public meeting/Town Hall/community meeting				
<p>An organized group meeting.</p> <p>Usually a presentation is made and the community has an opportunity to ask questions and provide</p>	<p>Attendees hear relevant information and have an open opportunity to ask questions and make comments.</p> <p>People learn</p>	<p>Cost associated.</p> <p>Staff resources needed.</p> <p>Public meetings may have legislated requirements.</p>	<p>Facilitators need to establish open and neutral environment for all views to be shared.</p> <p>Establish a time limit for comments up front.</p>	<p>CONSULT</p> <p>INVOLVE</p>

Technique	Why use this technique?	Considerations	Notes about the technique	Level of engagement
<p>comments.</p> <p>Community meetings are open to the community at large.</p>	<p>from other questions and comments.</p>		<p>If there are a lot of questions, consider taking all questions first then answering them.</p> <p>Must be well advertised.</p> <p>Legislated items will have specific timelines for advertising. Different facilitation techniques may be incorporated depending on the topic.</p>	
Feedback/comment forms				
<p>Forms can be received at open houses, meetings, pop ups or can be provided online.</p>	<p>Gather feedback or reaction to information presented on a topic, project or issue.</p>	<p>Cost associated.</p> <p>Provides input from those who would be unlikely to attend meetings.</p> <p>Provides a mechanism for expanding mailing list.</p> <p>Does not generate statistically valid results.</p> <p>Only as good as the mailing list.</p>	<p>Ensure names and postal codes are recorded on the comment sheets.</p> <p>Document results as part of community involvement record.</p> <p>Ensure MFIPPA is noted.</p>	<p>CONSULT</p> <p>INVOLVE</p>
Surveys/polls				
<p>Online or printed version of surveys or polls.</p>	<p>To poll opinions on specific questions</p>	<p>Provides input from individuals who would be unlikely to attend</p>	<p>Ensure MFIPPA is noted.</p> <p>Determine if you</p>	<p>INFORM</p> <p>CONSULT</p>

Technique	Why use this technique?	Considerations	Notes about the technique	Level of engagement
	<p>related to a project or an issue.</p> <p>Can reach a wider audience or an audience that cannot attend a meeting.</p> <p>Can identify patterns and expectations.</p>	<p>meetings.</p> <p>Provides input from cross-section of community, not just those on mailing list.</p> <p>May receive input from those not aware of a project.</p> <p>An opportunity to raise awareness.</p> <p>Higher response rate than other communication forms.</p> <p>Can be very labour intensive to look at all of the responses.</p> <p>Cannot control geographic reach of poll.</p> <p>Results can be easily skewed.</p>	<p>want to limit one response per email address – polls.</p> <p>Surveys – ensure postal code is required.</p>	<p>INVOLVE</p>
Focus groups				
<p>A small selected group of residents formed to test ideas, messages and gauge public opinion.</p> <p>Can also be used to obtain input on</p>	<p>More detailed information with targeted groups.</p> <p>People learn from other questions and comments.</p>	<p>Provides opportunity to test key messages prior to implementing program.</p> <p>Works best for select target audience.</p> <p>A large amount</p>	<p>Conduct at least two sessions for a given target.</p> <p>Facilitator should be used.</p> <p>Maximum of 10-12 people per focus group.</p>	<p>INFORM</p> <p>CONSULT</p> <p>INVOLVE</p> <p>COLLABORATE</p>

Technique	Why use this technique?	Considerations	Notes about the technique	Level of engagement
procedures and best practices.		of information provided in a short time.		
Committees/boards				
<p>A group of representative stakeholders assembled to provide input to the municipality.</p> <p>Established through the clerks department.</p>	To receive feedback from citizens who are active on the topic.	<p>Provides for detailed analysis for project issues.</p> <p>Advice from citizen members and other “experts” in that area.</p> <p>Residents gain understanding of other perspectives.</p> <p>General community may or may not embrace committee’s recommendations</p> <p>Consensus may not be achieved.</p> <p>Approval timeline will be longer.</p>	<p>Define roles and responsibilities up front.</p> <p>Be forthcoming with information.</p> <p>Third party facilitation.</p> <p>Be aware of all existing committees and boards (list available through clerks department) and ensure the appropriate ones are consulted (contact staff liaison of committee or board for further assistance).</p> <p>Meetings are open to the public.</p>	<p>INFORM</p> <p>CONSULT</p> <p>INVOLVE</p> <p>COLLABORATE</p> <p>EMPOWER</p>
orking groups				
<p>Working groups bring together selected people with a range of perspectives on a topic.</p> <p>Specific to a project.</p>	Discuss and assess general issues of importance, determine priorities and establish preferences for general procedures and terms of reference.	<p>Establish the working group early.</p> <p>Part of the planning process.</p> <p>Cross section of perspectives.</p>	<p>Define roles and responsibilities up front.</p> <p>Small and informal, usually not more than 10 people.</p> <p>It should bring together a cross-section of perspectives.</p>	<p>INFORM</p> <p>CONSULT</p> <p>INVOLVE</p> <p>COLLABORATE</p> <p>EMPOWER</p>

Technique	Why use this technique?	Considerations	Notes about the technique	Level of engagement
	<p>Can address technical issues including analysis and information gathering.</p> <p>People learn from other questions and comments.</p>		<p>The facilitator or chair must be perceived as neutral.</p> <p>Clerk's office responsible for committee appointment.</p>	
Task Force				
<p>Group of experts or representative stakeholders formed to develop a specific recommendation.</p>	<p>Brings together targeted audience to regularly provide feedback for a project.</p>	<p>Opportunity for compromise.</p> <p>Consensus may not be achieved.</p> <p>Time and labour intensive.</p> <p>Cost associated.</p>	<p>Define roles and responsibilities up front.</p> <p>Clerk's office responsible for committee appointment.</p>	<p>INFORM</p> <p>CONSULT</p> <p>INVOLVE</p> <p>COLLABORATE</p> <p>EMPOWER</p>
Workshops				
<p>An informal session.</p> <p>May include a presentation and exhibits.</p> <p>Interactive working groups.</p> <p>Usually sign up is required to know how many people are attending.</p>	<p>Provides active discussion on a topic and allows group to develop a collaborative solution.</p> <p>People learn from other questions and comments.</p>	<p>Costs associated.</p> <p>Lead time is needed for planning and sign up.</p> <p>Staff resources needed.</p> <p>Facilitators for small-groups may be needed for note taking and keeping on topic.</p> <p>Team members can assist with complex questions.</p>	<p>Know how you plan to use community input before the workshop and communicate the plan at the beginning of the session.</p> <p>Meet with small-group facilitators in advance to ensure all are facilitating in the same way and answer all questions in advance.</p> <p>Provide small-group facilitators with handout</p>	<p>INFORM</p> <p>CONSULT</p> <p>INVOLVE</p> <p>COLLABORATE</p> <p>EMPOWER</p>

Technique	Why use this technique?	Considerations	Notes about the technique	Level of engagement
		<p>Builds credibility with citizens.</p> <p>Fosters community ownership in solving the problem.</p>	<p>packages for consistency.</p> <p>Identify the desired outcomes and work backwards to develop the workshop.</p>	
Design Charettes				
<p>Intensive session where participants re-design project features.</p>	<p>Active involvement, idea generated, potential decision-making for a project.</p> <p>People learn from other questions and comments.</p>	<p>Costs associated.</p> <p>Joint problem solving.</p> <p>Creative thinking.</p>	<p>Need for new ideas.</p> <p>Define roles and responsibilities up front.</p> <p>Be clear about how the outcome/results will be used.</p>	<p>INFORM</p> <p>CONSULT</p> <p>INVOLVE</p> <p>COLLABORATE</p> <p>EMPOWER</p>
Citizen Juries				
<p>A randomly selected group of residents formed to examine an issue and provide input.</p>	<p>Provides a recommendation or may be empowered to make a decision.</p>	<p>Costs associated.</p> <p>A consensus decision is usually required.</p> <p>Time and resource intensive.</p> <p>Jury is informed by several perspectives.</p> <p>There is a process for deliberations and various processes to focus on different aspects.</p>	<p>This is topic specific.</p> <p>Once the decision or recommendation is made they are disbanded.</p> <p>10-15 randomly selected citizens.</p>	<p>COLLABORATE</p> <p>EMPOWER</p>

Technique	Why use this technique?	Considerations	Notes about the technique	Level of engagement
		Usually a three to five-day process. A citizen jury report is presented as a recommendation (or decision).		
World Cafes				
Simultaneous conversations in response to predetermined questions. Participants change tables during the process and focus on identifying common ground in response to each question.	Active involvement, idea generated, potential decision-making for a project. People learn from other questions and comments. Fosters discussion.	Cost associated. Facilitators or staff for small-groups may be needed for note taking at each table. Preparation time is needed to prepare effective questions.	Room set-up is important. The room should feel conducive to a conversation and not as formal as the standard meeting format. Tables scattered around the room so that groups can discuss. Conversations often linger longer with ideas.	INVOLVE COLLABORATE
Open Space				
Surrounding a theme. Residents offer topics and can participate based on the topics they are interested in.	Have a theme or vision statement to generate topics.	Cost associated. Important issues could get lost. Can get various results. Includes an immediate summary of discussion.	Need flexible facilities to accommodate various groups. Set ground rules to ensure everyone is participating with the same understanding.	INVOLVE COLLABORATE
Coffee Klatches				
An informal setting where residents can discuss a topic with staff in a public location.	Having a conversation in a relaxed setting.	Cost associated. Staff time can be intensive.	Could be located in a coffee shop or in a person's home.	CONSULT

Technique	Why use this technique?	Considerations	Notes about the technique	Level of engagement
Coffee Chats				
An informal setting where residents can discuss a topic with staff in a predetermined location in City facilities.	Allows residents that may feel intimidated in a large meeting format to provide feedback and receive information.	Cost associated. Advertising is needed for these. Could be done as a series of coffee chats.	Could be done as a sign up or drop in. Need to provide refreshments.	INFORM CONSULT
Interviews				
One-on-one meetings with stakeholders.	Allows in-depth discussion and information sharing. Provides a change to receive feedback from all stakeholders. Evaluate potential resident committee members using interview.	Considered for complex topics or topics that are not public yet. Consider interviews in advance of meetings to diffuse or understand strong points of view.	Setting up interviews and conducting interviews will need to be scheduled by staff/facilitators.	CONSULT INVOLVE
Conversation Circles				
A leaderless meeting to facilitate discussion on controversial topics.	Discussion difficult topics.	Cost associated. Four people are part of the conversation at any given time. Others are watching and move into the conversation, then one of the four participants move out.	Minimal required education or awareness in advance. Room set up is important. Someone is recording on flip charts the key comments discussed.	CONSULT INVOLVE COLLABORATE

Technique	Why use this technique?	Considerations	Notes about the technique	Level of engagement
Fishbowl				
A group of decision-makers go through a process or do their work in public.	Helps the public be able to see the process. People learn from other questions and comments.	Cost associated. Those watching the fishbowl discussion can be invited to move into the circle to share their reaction to the room.	Use them when trust is low.	CONSULT INVOLVE COLLABORATE
Deliberation				
Consideration and discussion of alternatives before making a decision.	When diverse opinions are present.	Cost associated.	Could be done online.	COLLABORATE
Voting				
An official choice made in an election or a meeting.	Make a decision on a topic. Could be done through a ballot, raise hands or other method.	Cost associated. Ensure voting process is valid. Staff time needed. Lead time is needed on voting to advertise. Follow up is needed.	Advertising to encourage voting is important. Ensure the objective is clear. Clearly define the outcomes. Communicate the outcome.	COLLABORATE EMPOWER

Make recommendations or decisions and share results

- There will be different types of reporting back forms depending on the project (i.e. parks final design, Official Plan, Zoning);
- Survey results – will be reported back;
- Reporting back documents will be posted on the website (below is an example of a reporting back template);
- This will be determined based on the project and amount of content; and
- The reporting back timeline and technique will be identified at the start of the engagement (i.e. summary template will be posted on the project page, shared with participants on the project list, by set date).

Reporting back template (If branded – include the branding)
Project name:
Meeting name type date time location
Weather
Number in attendance
A summary of what we heard.... <ul style="list-style-type: none">• Bullet points
Add photos and maps if available or appropriate
CityofKingston.ca/Link to project

Evaluate the engagement process

Evaluating the engagement process is important to providing input and being able to make adjustments to future engagement planning. Internal evaluations for the engagement process would be completed by City employees and reported back to the communications and customer experience department. External evaluations for the engagement process would be completed by participants on specified engagement activities.

Internal participants

This evaluation is to be completed at the end of an engagement phase:

Once you have completed the engagement phase, determine the effectiveness of the engagement by completing an evaluation. The project lead is the engagement lead and should complete this form. The communications and customer experience department needs to be made aware of the result to inform other projects and offer input if appropriate.

Project name	
Department	
Project lead	
Communications lead	
Types of engagement	

The engagement plan was followed. NO PARTIALLY YES

What was changed and why?

The issue was clearly identified before beginning. NO PARTIALLY YES

The process met the objective. NO PARTIALLY YES

Appropriate stakeholders were identified. NO PARTIALLY YES

Support from colleagues was evident. NO PARTIALLY YES

A variety of engagement techniques were considered for this project.
 NO PARTIALLY YES

A reporting technique was used for this project. NO PARTIALLY YES

What went well with the engagement? _____

Would you do it again? _____

What can be improved for next time? _____

Were there restrictions based on technology? _____

Were there restrictions based on the timing of the project? _____

Were there restrictions based on resources/budget? _____

Additional comments about the project engagement. _____

Engagement evaluation

This would be tailored for a specific project. This would be handed out or done electronically at a session. We may consider different evaluations for some projects.

This could be used for working groups/focus groups, etc.

External stakeholders

Once you have completed the engagement phase, it is important to determine the effectiveness of the engagement. Completing the evaluation helps the City make improvements for the future.

Name	
Email address	
Project name	
Engagement session	

How did you learn about the session?

Email News release Newspaper ad Webpage Friend Other

The location was appropriate. NO PARTIALLY YES

You felt listened to and heard. NO PARTIALLY YES

The facilitator was prepared. NO PARTIALLY YES

The information provided was useful. NO PARTIALLY YES

Was the purpose of your role clear from the beginning of the engagement process?

Do you feel you had an impact on the project? _____

Do you feel the information that you needed to be informed and to contribute was available?

If not, what was missing? _____

What was done well? _____

Is there anything that could be done differently to make improvements? _____

Additional comments _____

Revised Public Engagement Framework comments
Public Feedback | May, June and August 2017

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
Guidelines		
I don't think you can get too hard and fast on the rules. As long as they are not violent or rude.	The guidelines for participation included in the Public Engagement Framework ensure that all participants participate within a respectful environment.	focus group - June 5
Concerns that this section advantages the professional advocate and disadvantages the uninitiated in the 'change' process of City business. The assumption everyone is operating in good faith may not be valid. Some voices may need to be heard more than others. Some stakeholders may be more impacted than others. The professional agent of change may be at a significant advantage with months of honing of a presentation including strategic consultations with City staff. The members of the public, perhaps with little understanding of process or issue, may find themselves at an overwhelming disadvantage and it seems inappropriate that 'guidelines for participation' might put a member of the public at further disadvantage. It is quite often that lead time to a public engagement can be mere days. So, the essence of the 'guidelines' may be very well intentioned and correct; but it does not account for personal voice, duress, emotional state, disadvantage and varying familiarity with public speaking and engagement. Enforcement is one question/tangent to link to this section as is facilitation and moderating that seeks to assist those who require greater accommodation. This also does not account for legitimate needs of persons with a disability that might require, for example, longer to verbally communicating than 2 or 5 minutes. Education and perhaps challenges with public speaking would also be factors that might need sympathetic moderation/accommodation. How does this policy propose to handle reasonable requirement for accommodation?	Guidelines for participation apply to public engagement activities that are not taking place within the context of a City Committee as those are regulated by their own Procedural By-Law. Guidelines are also not a policy and therefore have more flexibility in their implementation. The intent of the guidelines is to ensure that all participants are able to express themselves in a respectful environment. Public engagement will usually include more than one technique, typically online based and in person, which will be equally valued in the review of comments. Therefore, it does provide participants the ability to provide their feedback in the most convenient format. There will also be a City contact identified for all initiatives and residents wishing to obtain more information can contact the City employee. Should there be individuals with specific needs at in-person engagement activities, they will be accommodated to ensure that they can fully participate.	survey
Sticking with "established process and timelines" just perpetuates the poor accountability and transparency issues.	Wording has been amended to include "for the session" as this section refers primarily to in-person sessions.	survey
Indigenous people of the region need to be included more fully.	Indigenous people have been added to the list of "Who should be involved" in public engagement. This will be assessed for each public engagement activity.	survey
I'm not sure what section this question is referring to as this heading does not appear in the Framework. A numbered document may have made it easier to talk about this document clearly.	This question was referring to the guidelines for participation. The Framework has been reviewed to include more numbering to help as points of reference.	survey
How does Council ensure a variety of people in ages, races and socioeconomic classes are present?	Every engagement activity will include a communication plan which will aim at making residents aware of the	survey

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
Guidelines		
	<p>upcoming engagement activities. This communication plan could include social media, website presence as well as distribution through community associations and interest groups.</p>	

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
Roles		
Sense of the public having to filter its interaction with the City. The residents do not have to be as filtered as elected officials. There is a lot in the document about how the public ought to behave. It's offensive. Maybe it's just that the City has angered them. It should be made clear that the elected officials have to live to a higher standard. Example – page 5 “open and constructively” “be respectful to all participants” people are angry and they may not be able to be respectful. What is the City doing to take us seriously? I see this as a way of putting the brakes on the public. The language in the document is better than it was, but still finger wagging that needs to be diminished further.	Language under Residents role has been further amended to provide a more positive tone. All participants make reference to residents, Council members and City employees and therefore, expectations are equally applicable to all.	focus group – May 30
Within roles there needs to be recognition that staff and Council to be trained in public engagement. Include a reference in the framework of the training document.	Details and reference to training and awareness will be included in the staff report to the Administrative Policies Committee and within the implementation plan which will be attached to this report. Training will be provided to Council members, City employees and members of the public.	focus group – June 1
Add trained or informed in PE.	Same as previous comment.	survey
"Identify concerns and issues early in the process" - City should provide info about this option, and how to do it, front and centre. "Provide constructive input within applicable processes" - an understandable and necessary general principle, but there should also be ways to dispute how processes are proceeding. It is very hard (especially for laypeople/general citizens) to scrutinize a public engagement process framework in advance. Also, it is inevitable that some processes will produce poor results. A Public Engagement Framework is a good starting point but not a panacea. Always abiding by the path that arises in order to adhere strictly to process may not always be good for the future of our City.	The engagement process will be presented at the beginning of the public engagement activity. If residents have concerns with either the engagement process or the proposed initiative they can bring those forward to the individual responsible for the public engagement activity. Residents also have the ability to share their concerns with the individual's supervisor. The City will also implement an online public engagement platform which will enable members of the public to bring ideas forward in regards to public engagement activity or initiatives.	survey
Bullet 5: How are concerns and issues identified and at whose discretion? There may need some elaboration on how a concern or issue becomes 'officially' recognized. At many public engagements this determination appears to be at the discretion of staff. Also, how is the process disputed? What if the process fails? Iterative process? Who and how is a process determined to have failed to produce a viable result?	Residents can identify concerns in different ways including directly to the individual responsible for the engagement process, supervisors and members of Council as well as through the public engagement platform that will be implemented by the City. The Framework has been written in such a way to enable a change in process should there be a need to amend the process based on input from the majority of participants. It is understood that the engagement process may not	survey

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
Roles		
	meet the needs of all participants.	
It sounds good, but frankly its fluff - will reserve long term opinion for real changes.	An implementation plan will be included with the staff report to the Administrative Policies Committee.	survey
How do they reach out to the community specifically?	There are various techniques that will be utilized for each engagement activity. The techniques will be chosen based on the initiatives and residents to be engaged. The techniques are listed in the Worksheets document. There will also be communication efforts to inform residents prior to the beginning of the engagement process.	survey
What is the intent in the use of the word 'endorse' in bullet 1? Bullet 2: How strongly should it be worded (a requirement?) that Council informs themselves of the public engagement process and platforms feedback/information prior to making decisions? Innovative solution seems to imply growth/development in bullet 4. When is innovation to do nothing or very little? (Therefore should 'innovation or innovative solutions' be clearly defined in this framework - what do you precisely mean?) Bullet 6 is very weak compliance with the use of the word 'feasible'. Can you give it more insistence? Maybe just remove "when feasible" as presumably councillors will make more than one in a four year term. It should be a requirement that all town halls and councillor engagements of assembly are required to be handled as an official City event and thereby requiring compliance with the public engagement framework.	The intent of Bullet #1 under Council's role is to ensure that Council approves the Public Engagement Charter. Under Bullet #2, Council will have the ability to review all public engagement process included in reports prior to making a decision on the matter. Bullet #4, innovative solutions can represent different approaches or ways of doing things depending on the initiative. Providing one definition would most likely limit future options and possibilities. Each Councillor will determine how and when they will engage with residents.	survey
Council tends to listen to the loudest side of a public debate - would be nice to insure every voice is heard equally!	Input provided by residents through various public engagement activities will be reported within Council reports.	survey
Would like to see a role as an active seeker of resident participation as certain areas of the city may not have their voice heard, making the resident input less heterogeneous and representative of Kingston.	Various techniques will be utilized to try to reach out to as many residents as possible. These techniques will include an online platform as well as through various community associations and organizations that interact directly with many residents.	survey
Council members don't use email mass mailings to contact their interested constituents. The communication is passive. They don't even consider making informal surveys online!	This Public Engagement Framework does not dictate how each member of Council may choose to interact with their constituents.	survey
Bullet 5 is important. People need to see themselves represented in the process regardless of result for closure. Staff cost, especially senior staff, is a concern. It is hoped the public engagement framework in practice will see continuous work accomplished by lower level staff until the time arrives for key senior staff to engage.	Public engagement will be implemented by staff working at various levels of the organization and by consultants/facilitators retained to provide support for various initiatives.	survey

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
Roles		
This stated with an awareness that members of the public likely want to go straight to the senior staff with concerns/issues. The framework seems great in theory but will need very active management to avoid constant derailment. Key experienced staff should handle large public engagement meetings.		
Council and the public NOT employees should express their views.	Residents will express their opinions throughout the engagement process. Council makes final decisions on matters and City employees provide Council with professional recommendations.	survey
I love the billboards which ask for feedback from citizens that are posted in Kingston. I would love this to be either a responsibility of council or city employees as its good for visibility.	Signs will be considered as communication plans are developed by City employees.	survey

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
Continuum		
Page 11 – level 2 – consult, second bullet “one-time public engagement” but we often see at the meeting that many new ideas come forward and this often moves to more engagement, so how is this taken into account?	Based on public input, the engagement process could move to involve or collaborate level of the continuum.	focus group - June 1
Concern over the language used for Empower Accountability of empowers (examples).	The examples provided for the empower level are common across municipalities.	focus group - June 5
I liked the definitions for the levels of engagement. Seem clear.	No comment.	focus group - June 5
Re page 9 empower. This level of involvement places the decision-making authority in the hands of residents. This level of Public Engagement is less frequent. Empowering will usually <u>involve individual residents</u> and it provides a process that allows them to make an informed decision. Involve individual residents - Why can't it involve community associations, etc.?	Decision making process under Empower resides typically with individuals because they include individual votes such as elections and referendums or with committees with appointed members that have their own individual vote such as the Committee of Adjustment.	email
Re: The City will only inform the public when it performs maintenance activities to various public assets for health and safety reasons. Planning and Heritage applications are also not included in this Public Engagement Framework as they have separate legislative process with specific time frames. Do you mean “The use of methods the primary purpose of which is to inform the public will be used ...”	This section has been reworded to clarify that the City will inform the public when it performs maintenance work. It also clarifies that Planning applications and Heritage applications are governed by legislative requirements within the Planning Act and Ontario Heritage Act respectively.	email
I still do not agree with the 5 stages and prefer Victoria’s 12 stages. I believe the 12 stages provide the public with more opportunity to be involved and will lead to more successful projects. Could both be included and let the lead (with public input) decide what one they will use for a certain project?	Victoria has recently adopted a new framework which now has 6 steps. Many other municipal public engagement frameworks reviewed have 6 stages or less.	email
Perhaps the stages could be numbered for better reference. Stage one Define: This takes in Stages 1, 2, 3 and 5 of the Victoria model. This stage does not include “determining and being clear on the objective” and “of the objective of the consultation” – see Victoria stages 1 and 2. Without objectives being clearly defined the project starts off on the wrong step. Stage 2 Determine: This is similar to Victoria’s stage 5, 6 and 7 – but Victoria has more detail. Victoria stage 8 “determine resources and budget” seems to be missing but may be in stage 1, which may be too early in the process. Stage 3 Implement: Victoria stage 9 and 10 – again with more detail. Stage 4 Recommendations: Victoria stage 11 Stage 5 Evaluate: Victoria stage 12 Since the 12 stages cover the same areas and more – please provide details of why the Victoria model is being rejected.	Same comment as above.	email

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
Continuum		
5 steps is not enough - many cities have more than 5 steps. I think steps will be added within the 5 steps. Could employees have a choice of these 5 steps or the 12 steps in Victoria model?	Same comment as above.	email
Level 2 - Consult - this has not been referred to before. Prior to that while reading I thought there might be a bigger opportunity for input but here it is constrained. What about under What is Public Engagement having a second paragraph that says something like 'There are 5 levels of public engagement: Inform, Consult, Involve, Collaborate and Empower. (For definitions (or maybe descriptions) see Levels of Engagement, page...).	This has been incorporated in the final draft.	email
Should be some tracking of who 'Informing' is reaching? Are people who should be reached not getting reached? Is there a mechanism to test this? Collaborate (residents, council & employees): Is there a possibility of a city committee or working group that is made up of a representative of the various district associations etc. - this might be a mini snapshot of what Council is supposed to be but might be possible without the politics of Council or the disconnect of the 'Coalition' to its supposed membership. There might be benefit to such a working group as a higher level public engagement tool.	As part of the implementation plan we will be establishing a community engagement network. The network will provide another avenue to share information about upcoming engagement sessions with groups, organizations or individuals.	survey
Five levels?! Three seems more realistic.	The 5 steps are based on municipal best practices.	survey
Same as ladder of participation. Are there any opportunities for the engagement of children?	As part of the implementation plan the City is making plans to have activity bags for children at various public engagement activities to ensure that parents with children can fully participate.	survey

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
Planning		
What triggers this (public engagement process)? What is the cue to start a public engagement process? Looking for clarification on this. Example of crosswalk at Rideaucrest Home - who initiates the public engagement to show people how to use it?	Public engagement process can be triggered by change initiated by city employees, council or by residents.	focus group - May 30
Example of the Third Crossing – when the documents were released there was not notification to those who were most interested that the documents were released. And residents don't sit at their computer waiting for new information to be added on the website. There has to be a better way to get the information out.	City employees will ensure that notifications are sent to community associations and on the City website when significant documents related to an initiative are released. City employees will make every effort to provide as much notification as possible.	focus group - May 30
Important for staff to communicate the history of projects – to provide context of the project and how the engagement you are in now fits in.	City employees will ensure that background information on an initiative is provided at the beginning of the public engagement process. City employees will also explain the next steps in the process.	focus group - May 30
When people come into a process that has several phases they need to know where they are at (context and history needed).	Timelines will be added on project pages on the City website. City employees will also reiterate the process when initiating a new phase within the public engagement process.	focus group - May 30
Evaluation piece. City should stop doing straw polls, they are not productive. They are very frustrating to see. Properly designed surveys are very important.	The communications department utilizes surveys as a way to receive input. Various tools are determined based on the engagement.	focus group - May 30
There is an evaluation process for the project but I don't see the same for the program. In favour of allowing the community and staff to review and come back to make changes – needs to be an opportunity to evaluate the process itself.	The evaluation process applies to the public engagement process for both programs and projects.	focus group - June 1
First step of inform – what does the City do to inform currently? Excited about this because we have recently been canvassing a neighbourhood about a project and it brought to light how many people do not go online for City information or social media. What else can be done to help communicate? Reach people who are not going to go to the City website or read the Whig, etc. Alternate message dissemination - Message boards in parks? In arenas? Use community volunteers to post notices?	The City currently uses a number of ways to inform the public including but not limited to website, social media, posters, newspaper and signs. The City will add additional ways to inform the public such as increased communications to community associations and organizations and an online public engagement platform.	focus group - June 1
Structure of the City is such that some issues have a wide ranging impact that people may not know about. How do they find out about it?	This would be done through a communications plan. There are various locations for items. These can include - social media, news release, newspaper ad, signs, posters, DIN screens, radio ads.	focus group - June 5
How do we know if anyone listened to anything we had to say? What is the visual	The Public Engagement Framework includes a report	focus group - June 1

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
Planning		
demonstration of how their feedback was used?	back with comments collected during public engagement activities in the form of notes. This report back will be provided to participants wishing to receive the report and posted on the website. The final report to Council will include a section on the public engagement feedback and how it has been taken into consideration.	
Love the idea that the feedback would recognize what the main themes was that emerged in an engagement process, and further what feedback was taken into consideration and what was not. This helps to understand decision making and that the decision is not pre-determined. This information needs to be accessible for people.	This information will be included in Council reports and on the City website.	focus group - June 1
Is one of the methods for getting public comments statistically valid surveys? Can this be included as a technique (phone or online). Surveys have downsides. Cannot be used by itself. Majority is not always correct.	Surveys are not meant to be utilized as a stand-alone technique for public engagement nor are they intended to be statistically valid. The intent of surveys is to get a sense of public opinions outside of public meetings.	focus group - June 5
Need to make a special effort to get to specific groups – be able to adapt process (example – those living in affordable housing).	Public engagement processes can be amended in order to ensure that residents that wish to be engaged or that should be engaged can fully participate. This may require different techniques where the City collaborates with various community organizations to reach residents.	focus group - June 5
Need to ensure touching on all that may be touched by the project. Work with communications and other departments. Identify this at an early stage.	Same comment as above. City will work with various organizations in the community to reach individuals.	focus group - June 5
This looks more like a "top-down" process. How about "bottom-up"?	Language in the "Roles to initiate change through public engagement" includes a section on how the change can be initiated by residents. This will include a public engagement platform.	survey
This section seemed the most requiring of test examples of real projects to see how this would unfold. It seems to hinge on the quality of the staff determination of the level of public engagement, objectives, etc. What is the public right to know and transparently observe the 'take off' decision. In this process is there a weighted/scaled evaluation of response(s) as it seems to imply all input is equal but that doesn't seem practical or appropriate. Engagement Projects should consider sticking to uniform and precisely defined language - for example it may be that the word 'visioning' is counterproductive and confusing for a public engagement process, whereas 'Collaborate' (level 4) has very clear language in its bullet to define what is	Council reports will include information on public engagement input. City employees will consider input equally regardless of the technique through which the input came from as City employees recognize that one technique will not meet the needs of all residents. The KP&POH process was at the 'collaborate - level 4 public engagement process'. Lists in the "Who should be involved?" section have been revised.	survey

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
Planning		
going to occur. That language sets expectations that 'visioning' does not. Was the KP&POH Visioning a level 2, 3 or 4 public engagement? Page 11 bullet with "churches and religious groups" should adopt the OP terminology of 'places of worship' - the bullet could read 'places of worship and faith-based groups'.		
Needs further discussion on how to reach more people and inspire them to take an active part in the discussion. Otherwise we just keep getting the same 200 people turning up.	City will continue to try to expand the engagement techniques to reach more residents. One tool that will be added is an online public engagement platform which will allow for interactive online participation by all residents.	survey
This will entirely depend on who decides what level of engagement is needed, and can be abused (i.e. given a low level to push through a project).	The initial identification of the engagement level will be done by City employees but the level of engagement can be amended depending on participants' feedback.	survey
I wonder if included should be a chance for the public to comment on the overall evaluation before it is finalized. Hopefully this will reinforce the evaluation of the sessional data or suggest the overall satisfaction is divergent from the event based data. I realize that this input could be selective depending on the motivation of constituencies to respond. However, offering the opportunity for public comment is consistent with the public engagement perspective. Public disaffection may not be evident from the individual data elements. Of course, the obverse is also true. Individual data events may not be as positive as the public feels about opportunities for involvement. It would be only one component in the evaluation, of course.	Evaluation of participant satisfaction will be conducted after public engagement activities. City staff will review all data to get an understanding of overall satisfaction with the process itself.	email

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
General Comments		
Revised draft is a big improvement from the previous draft.	No comment.	focus group - May 30
Enjoyed change in tone and language.	No comment.	focus group - June 1
Found the revised draft had a very different tone and I appreciated that very much.	No comment.	focus group - June 1
Feeling that the comments made have been too harsh on the language – I view the language as vague and fair. “open and collaborative” I think when people are unruly or angry - it discourages others from participating and can shut down viewpoints that limit dialogue.	Further amendments have been to the language to encourage more collaboration.	focus group - May 30
Facilitation is more important than control or controlling. The language should be removed around controlling the public.	Language has been further amended and focused on ensuring safe and respectful environment for all participants.	focus group - May 30
It's dependent on who is facilitating. My experience with Greg Newman was very engaged and supportive. You need to have your strongest facilitators on the biggest projects like the Third Crossing.	The intent of the City is to have more professional facilitators help support public engagement initiatives.	focus group - May 30
Online public engagement – online voting important to engage student population – doesn't need to be decision making but gathering level of interest or support.	The City is implementing an online public engagement platform and feedback will be reviewed and taken into consideration in the engagement process.	focus group - May 30
Emphasis should be on the running of the meeting – facilitation, to keep things moving and respectful – it's not the role of the residents to limit themselves and their passion.	The intent of the City is to have more professional facilitators help support public engagement initiatives.	focus group - May 30
Definition of sustainable decision - great definition but it was not referenced in the document.	This definition has been removed as it was not utilized in the document.	focus group - May 30
Confusing when the public goes through the planning/engagement process for the Williamsville plan and now as proposals come up they do not reflect what was discussed as the overall plan or framework. This is confusing and frustrating.	The public engagement framework supports early engagement in the process.	focus group - May 30
How do you dispute a process as a resident? Are there any 'teeth' of enforcement if this framework is not followed?	The framework does not include a dispute process. Residents that are concerned with the process can voice their concerns to City employees, supervisors and Council members.	focus group - May 30
What constitutes a city meeting? When it is official city business? Have been to council meetings where this framework needs to be in place.	City meetings are meetings organized and led by City Councillors' or City employees. Council meetings are conducted as per the procedural by-law.	focus group - May 30
Assumption of dealing in good faith. There is developers' meeting with staff (referencing planning processes specifically). The process is starting without them. So the public is angry when they get there because they haven't been involved. This	The planning public consultation process is being reviewed and will provide the public with more opportunities to be involved in the planning application	focus group - May 30

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
General Comments		
is a loss of good faith with the public.	process.	
Good faith idea – Third Crossing had feedback that the meeting was not to gather input rather residents felt they were given a pitch of the merits. What’s going on when the public is being engaged? Analysis of factors that go into a decision. It felt like defense rather than taking information. Need to add role of staff to advise council of public thought and to inform and not persuade. Are we there to rubber stamp a process or to actually provide buy-in?	The Framework clearly identifies city employee’s role in the public engagement process. The final decisions will resident with Council through staff reports which will include public engagement feedback.	focus group - May 30
Really good document. Strikes a balance of early engagement and that staff have listened and care about the engagement process.	No comment.	focus group - May 30
The words “public engagement” means nothing to the public. The tone is for staff and not the public. What matters is how people behave, how the city works with everyone else. If this helps council and staff interact with the public that’s great.	The framework does provide guidance to City employees but it is meant to reflect a collaborative effort between residents, Council and City employees.	focus group - May 30
This is exciting. Timely. Kingston needs and wants it. It needs to be authentic. People need to feel Kingston is a welcoming place where opinions matter. It’s a good start.	No comment.	focus group - May 30
It’s a relationship – it’s about customer service and positive experience. No one should walk out of the room with a negative experience. This document should seek that positive experience.	The framework establishes a process that supports a positive experience for all participants.	focus group - May 30
This is a positive experience. I leave here feeling heard. You are walking the walk here. Don’t give up its going to come together; it just needs to come together.	No comment.	focus group - May 30
So happy this is coming together. Kingston is awesome with so many talented and insightful citizens. The City could save a ton of money by tapping in rather than hiring consultants.	The framework establishes a process to ensure collaborative approaches between residents, council and city employees.	focus group - May 30
I recognize how much work must have gone into the detailed work of tracking comments and staff feedback.	No comment.	focus group - June 1
Comment and response matrix from previous focus groups were very detailed and showed the complexity of the work being done.	No comment.	focus group - June 1
Pleased with changes. Thought they were very good. I hope people feel they were heard – because it certainly looks like they were heard.	No comment.	focus group - June 1
There are thoughts out there that the city doesn’t listen BUT whenever we ask as a community group to attend/provide a presence – they show up! So outside the framework this is happening, the staff are coming out and joining us.	The Framework will complement the existing efforts of staff and will provide more consistency.	focus group - June 1
(city success) Public meeting summaries that are great and very well received by the public, they are one page, like a poster - North King's Town Secondary Plan – all were included in the appendix of the report.	Reporting back on public engagement activities and feedback is critical. This is highlighted in Step 4 of the planning process for public engagement.	focus group - June 1
This is such an important process because this is a trust building exercise – by	This is one of the goals of the Public Engagement	focus group - June 1

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
General Comments		
creating continuity of resident feedback into the decision-making process.	Framework.	
Thank you for the quick reference sheet and those items – the public needs to be involved on these pieces too.	The items included on the quick reference sheet will be included in the staff report to the Administrative Policies Committee.	focus group - June 5
Early notice/lead time for review and comments. A notice in the paper – 1 week to review (from time of notice) to allow time to discuss with council. Maybe a week or two weeks for review.	Appropriate time to review information to provide input is critical. The Framework includes a number of references to communicating and engaging early in the process including within the Key Principles Section.	focus group - June 5
Needs to be acknowledgement of not everyone being happy with the outcome.	This is specifically addressed within the Setting Realistic Expectations Section of the Public Engagement Framework.	focus group - June 5
There is a tendency to want to prolong a process if it is not going the way that you want. At some point elected officials need to be able to make a decision. There is an expectation that people think that by making more comments they can control the outcome. The point of PE is to get a better outcome.	The Framework sets out processes and levels that can be utilized for various engagement activities. The process and level selected for an engagement activity can change based on public input and feedback but at some point staff will determine that the process has provided multiple opportunities for public engagement and make a recommendation to Council. Council members will have access to information on public engagement and comments and will then make a final decision on the matter. Council could direct staff to conduct more public engagement if they feel that it could be beneficial for the outcome. It is recognized in the Framework that not all perspectives will be reflected in the final recommendations and/or decisions.	focus group - June 5
Staff have changed process for some PE previously to include a sense of the timelines at the beginning. Staff should be setting out expectations of the project at the beginning so it is clear.	The first step in Planning for public engagement includes defining the initiative, goals, participants, timelines and budget. Timelines will be shared with participants at the beginning of the process. In some cases, timelines could change depending on input from participants.	focus group - June 5
Process is supposed to try to generate consensus – but may not generate consensus. There is a difference between being happy with a decision and being able to show the rationale behind the decision.	City staff recognizes that it is almost impossible to have consensus on community matters as there are so many varying and often contradictory opinions. The Framework has a section that speaks to Setting Realistic Expectations which clarify that not all perspectives will be	focus group - June 5

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
General Comments		
	captured in the final recommendations and /or decisions.	
Eagerly anticipating the first test drive. Thank you. Great that the City is working on this.	The framework will be formerly implemented after Council approval anticipated in October and staff training will follow.	focus group - June 5
This is a good rewrite and much better than the first draft. Many of my ideas and suggestions have been incorporated. Thanks to meetings with the city and good responses to my e-mails, I feel like I have been partially heard.	No comment	email
Some good changes have been made but not big changes in this report. I like the changes that have been made. "Stakeholder" has been removed from the Framework but is still in this document.	Revisions have been made and the word "stakeholder" has been removed to ensure consistency.	email
The document also talks about "Open Government Steering Committee". On the city web-site, I cannot find any documents on this committee – no minutes, status reports, mandate, etc. which appears strange for an "Open Government Committee". Where can I find this information on the city's web-site?	The Open Government Steering Committee is comprised of senior City staff responsible for the ongoing implementation of the Open Government Workplan as approved by Council. Please refer to p. 51 of Report 15-414 which speaks to "Program management and governance". Staff provides regular status reporting to Council to update them on the implementation of the plan. <i>Status updates can be found in the following Reports to Council on the City website:</i> <u>Report 15-414</u> <u>Report 17-003</u> <u>Report 17-064</u>	email
City website - Open Government and Public Engagement are not in Resident or City Hall drop down menu. Why Not?	City website is being reviewed to ensure that information is easier to access and promote public engagement.	email
Just wanted to say how much I appreciated the Focus Group and all of the work you all have done so far. It truly is groundbreaking. I'm not sure that others in the group really understood that.	No comment.	email
Re: staff responding to phone calls - When a staff person responds it really is wonderful. You feel listened to. Similarly when a staff person does not respond it is like someone deliberately walking away from a conversation. It is insulting. I'm not sure staff realizes how much citizens resent this. After all two-way communication begins with responses.	The Framework does not address day to day operational customer service standards. Many staff attends meetings and therefore do not have the ability to be at their desks at all times. Staff will return calls if messages are left. Having said that, the City does have a client service center that will always provide a live response should the	email

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
General Comments		
<p>Given the strategic plan of the city, Kingston aims to brand itself as an innovative city with a diverse population. Although Kingston has been ranked as the top small city in North America for its foreign investment, Kingston seems lack of sufficient experiences and effort of making a home for foreigners. Although some foreigners do want to contribute their overseas and international resources and experiences to the development of Kingston, they often feel they cannot engage into the development/public dialogue happening in the City. I am very interested in seeing how Kingston integrates these workforce and residents into its development in different aspects.</p>	<p>matter be urgent. The City has initiated some work with the Kingston Immigration Partnership to gain a better understanding of some of the barriers to integration and participation and will work on different approaches to better integrate all residents in public engagement processes.</p>	<p>survey</p>
<p>I've answered satisfied to each of the questions; however, my level of trust in our city government is not high. I hope that this initiative truly does take into account the ideas, concerns and opinions of our citizens rather than this being a feel good project and then the council does what it had planned all along. We had approx. \$2000 taken from us when overcharged for years on our water rates. Though some was paid back, the remaining \$2000-\$3000 was not. We weren't the only ones. The by-law regarding over and under payments was changed to allow the city to do this at the time that the oversight was found. Consequently, we have no trust in our council.</p>	<p>The Framework will help to set a process for all participants to interact and engaged to find solutions to community challenges.</p>	<p>survey</p>
<p>What 'bumps' or influences the level of engagement? Do petitions, numbers of contacts, etc.? It seems key 'how the level is determined' and that appears to be at the discretion of staff. It might be worthwhile exploring how public will leverage a higher level of engagement (how they do it now). There are many examples in the past few years where the public engagement process has not unfolded according to the original schedule. It would appear that is in part because the level of engagement has needed to be adjusted due to public feedback. What caused that adjustment - numbers? Is there a mechanism in place to allow this adjustment to smoothly occur? Can that be unduly manipulated? Lessons Learned and post-mortem of engagement projects including public surveys would seem important. The 'external stakeholder exit survey' in the framework worksheets seemed appropriate to me.</p>	<p>There is no specific mechanism to change the level of engagement but any change will be based on public feedback. Multiple engagement activities have been extended or amended based on public feedback including the Official Plan and the Public Engagement Framework. Typically, public feedback will be in the form of emails, phone calls, petitions and comments at meetings. City employees will usually set the initial level of engagement and will share that information and the proposed schedule with participants at the beginning of the process. Evaluations of engagement processes will be reviewed to gain a better understanding of best practices and areas of improvements.</p>	<p>survey</p>
<p>Communication with residents is THE KEY! If residents don't know about project plans they cannot provide input in time to point out errors and make changes. The City has done a poor job in the past with keeping residents informed - for example, I live in the West end and my quality of life (and property values) could potentially be</p>	<p>The City will continue to make efforts to reach out to residents so that they are made aware of engagement opportunities. This will include improvements to the City website, outreach to community associations and key</p>	<p>survey</p>

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
General Comments		
<p>severely impacted by plans for a runway extension (that will then allow turbofan jet aircraft). I found out about this project very late in the process. WHY did the City not even include an insert about this project in any of the semi-annual tax billings? I only discovered years after the fact about this project, and so only then discovered that that the initial report made a serious misrepresentation, namely that a runway extension was needed to accommodate the larger Dash Q Series turboprop when it WAS NOT! This went uncorrected for years in presentations to Council. If I had known earlier about this project, I would have pointed out such a glaring error/misrepresentation early on in the process. The City must do much better in future in keeping residents informed! Email signups, mailings and yearly newsletters from our Councillor are needed! Lastly, I would like to see an addition to the framework that states that input from residents regarding concerns about impacts to their quality of life will be given special weight, and that a guiding principle will be that ANY project (even though it may be expected to produce an average benefit to City residents as a whole) that has potential serious negative impacts on a subset of residents, must trigger a process that looks at those issues and assesses the need for compensation or remediation, and that the associated costs of such compensation or remediation MUST become a part of the project budget, planning and project acceptance evaluation. Without that we could have the majority erasing the rights of the minority - not a healthy democracy!</p>	<p>stakeholders as well as more visibility in neighbourhoods such as signs in parks, etc.</p>	
<p>Did the draft writers read the Truth and Reconciliation Report and the recommendations from the report?</p>	<p>The writers are aware of the report and its recommendations. The Framework's intent is to be inclusive of all residents.</p>	<p>survey</p>
<p>Section: Respectful Public Engagement - publish ground rules alongside notice of public consultation (e.g. speaking times and other details that would assist participants in preparing for a public meeting). Then people will not be surprised when they are told they only have 5 minutes or 2 minutes and be able to plan accordingly. Section: When should the City engage the Public? Provision for what citizens should do when they feel that the City has identified that an issue will receive what they perceive to be an inadequate level of public input.</p>	<p>Ground rules will be presented at the beginning of a public engagement activity, which are held outside of Council and Committee meetings and are governed by a procedural by-law. Residents can raise concerns with a public engagement process at any point in time during the process. The earlier concerns are raised the quicker potential changes can be made to the process.</p>	<p>survey</p>
<p>1. Stop using term "charette". It isn't used in common language. City communications should be utilizing common spoken language to not dissuade persons from taking part. 2. Eliminate newspapers as prime source of external communications. Readership, not distribution, is exceedingly low. It is a waste of resources. 3. Drop focus on in person discussions as prime venue for expressing opinions. MOST</p>	<p>Charette is only utilized in the worksheets. Newspaper is no longer the primary source of external communication. Social media and website are the primary source of external communication. The City will provide more online options to provide feedback for individuals that may not</p>	<p>survey</p>

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
General Comments		
people who are not retired do not have time to attend meetings outside of work hours. This leads to a false perception that the persons who do attend are the ones with opinions. Online workshops, Skype meetings, hangouts discussions, email polls, etc. are more modern.	be able to or do not wish to attend public sessions.	
Include the engagement of children specifically, so often left out. Talk to Queen's University.	The Framework does not exclude children from participating. Having said that, staff recognizes that some projects/initiatives may be more appropriate for children's input, i.e. park development.	survey
In hearing concerns and building relationships, are children included? What about single mothers?	Same comments as above. As well, staff is going to implement activity bags which will be available at public engagement sessions to provide parents with the ability to be more actively engaged.	survey
I think some more research needs to be put into it to be more comprehensive. It's not clear how this strategy differs from other cities or actions.	Background research includes best practices in Ontario and Canada. It also includes a review of AIPP best practices and therefore there are some similarities to other communities. The draft documents have been shaped significantly by residents' feedback in the past months.	focus group – May 3
Reference on page 9 to planning and heritage as not part of the framework attempts to clarify the legal process for applications, but was not done effectively. There needs to be clarity and the inclusion of these processes in the framework.	This section has been reworded to provide clarity.	focus group – June 5
Page 9 – planning and heritage applications. Clarification needed.	Same comment as above.	focus group – June 5
Need to reword "the City will only inform the public when it performs maintenance activities to various public assets for health & safety reasons."	This section has been reworded to provide clarity.	focus group – June 5
Where/how does this fit overall public involvement/open government initiatives?	Public Engagement Framework is one of the Open Government priorities as well as Council's strategic priorities.	focus group - May 30
Still found it uninviting – too big, too bureaucratic, p. 10 “before they escalate” sounds like blaming. The tone is still trying to control the public.	There have been many changes made to simplify the document and remove duplication. There have also been a number of changes made to provide more inviting language in sections of concerns identified by residents.	focus group - May 30
Need to connect how engagement can happen especially for those with tight timelines - like Heritage and Planning.	The Framework indicates that staff should identify timeline constraints at the beginning of the process. Planning and Heritage applications have different processes and timelines that are set out in the Planning	focus group - May 30

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
General Comments		
	Act and the Ontario Heritage Act. Public engagement in the planning application process is currently being reviewed and changes will be proposed in the fall.	
Thought the use of “escalate” (page 10) was good, didn’t see it as negative or controlling just a reflection of what happens sometimes. I’ve seen how things can get angry.	The intent of this section is to ensure that the City is providing a safe and respectful environment for all participants to share their perspectives.	focus group - May 30
What’s missing is implementation. This is a supportive document. We need FAQs like – how do we get an event going? We need public engagement on the customer service. People don’t care about the philosophical framework; they want to know where to go to get what they want done.	An implementation plan has been developed, distributed to community associations for feedback and will be included in the staff report to the Administrative Policies Committee.	focus group - May 30
What we are looking for from the City is more response to citizen initiatives. We do not hear back about how our input was considered. We would look forward to more response on how citizen input has been used and opportunities for further initiatives. Initiatives meaning topics of interest/concern to get the dialogue moving.	The framework includes a section on reporting back and sharing results. This will include comments received and how they were considered in the process. That information will be included in the Council reports. The City will also be implementing a public engagement platform in the fall that will enable residents to share their ideas with other residents and the City.	focus group – June 1
Concern – lots of people who do not look at the City website AND it’s not that easy to navigate. You have to dig. The “get involved” is good, but not as transparent as it could be – misses what happened. How your feedback was used?	The implementation plan attached to the staff report to the Administrative Policies Committee outlines additional ways that the City will be reaching out to the public for engagement. The City is also in the process of updating its project pages on its website to facilitate more public engagement.	focus group – June 1
Planning and heritage being excluded p. 9 – these are the projects that are most interest, in many cases to the public – people need to know how these fit with the framework. Need clarity on why a process is the way or timeframe it is – is this due to legislation or other?	Planning and Heritage applications have different processes and timelines that are set out in the Planning Act and the Ontario Heritage Act. Public engagement in the planning application process is currently being reviewed and changes will be proposed in the fall.	focus group – June 1
What is the purpose of the document? Should clarify who the intended audience is.	The purpose of the document is to have a framework that provides more consistency with public engagement. The framework is intended for residents, Council members and City employees. It recognizes that City employees will play the biggest role in its implementation.	focus group – June 1
Disagree with the 5 stages – needs to be a Victoria model. In the comment page it says, it was looked at. There was no comment on why it wasn’t incorporated. Why	Most models researched have a maximum of 6 steps. The City of Victoria has recently revised its framework to	focus group – June 1

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
General Comments		
are five steps better than twelve?	reduce the steps from 12 to 6.	
Page 4 – Communication of results – Results of PE must be shared with residents (need to add something in between this – about this is what we heard (similar to NKT and PE) include evaluation of this. If you add this, you need a process for residents to be able to feed into this to allow an opportunity for response (example – send out an email to residents that participated with a link and indicate if there are additional comments to submit them).	The Framework proposes that results would be communicated to participants at the end of an engagement activity. It also includes an evaluation process for participants at the end of some engagement activities.	focus group – June 5
As a resident participating I am looking to have feedback at the end of the process, it provides closure for people.	The evaluation step for the public engagement framework has been designed so that participants have the ability to provide feedback at the end of the engagement process.	focus group - May 30
Feedback - When we have engaged in the past there have been feelings that things go into a black hole. Whenever there can be feedback it's a great thing.	The framework provides various opportunities to provide an update to participants. The first one is following public engagement activities. A summary will be provided to participants and will include feedback provided by participants. The recommendation reports will also include a section on public engagement outlining input received and how it has been taken into consideration.	focus group - June 1
Suggested that we engage International students, grad students and immigrants on public engagement and add them to the framework and worksheets. Also suggested we work with the student associations to connect with them (re: AMS)	The Framework is inclusive of all groups in the engagement process. The City will of course make efforts to reach out to students to stimulate interest and knowledge of engagement opportunities.	email
The purpose of this “tool” is not clear. What is the purpose of the PE Framework? What are the goals of the PE Framework and how will they be measured? Are the worksheets the procedures for using this tool? If not them, where are the procedures? Where are the Policies for Public Engagement? Is this in the charter?	The purpose of the document is to have a framework that provides more consistency and an opportunity for members of the public to have a say in the City decision making process with public engagement. The framework is intended for residents, Council members and City employees.	email
From the comments it appears that the City sees this just as a “Tool” for “City employees”. I disagree with this view since it is a “PUBLIC” engagement framework – it should be a tool for the “PUBLIC” as well. Perhaps the comments have to be reviewed to review the City’s mindset on all these comments.	The Framework is for residents, Council members and City employees. It is a tool that City employees can refer to and utilize to implement more consistency in how the City engages with residents.	email
Heritage and planning applications are excluded, but heritage and planning policies are not, ostensibly because the Heritage Act and Planning Act provide for the relevant processes and time frames for applications (p. 2 of the Draft Framework). But at the consultation meeting I attended, it was emphasized that	Planning and Heritage applications have different processes and timelines that are set out in the Planning Act and the Ontario Heritage Act. Public engagement in the planning application process is currently being	email

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
General Comments		
<p>those are precisely the matters that the public cares about most. There is certainly scope for thinking about how those legislation-mandated processes would be carried out to maximize public engagement (e.g. the practices of the Heritage Kingston). The exclusion of these most fundamental issues facing the city is my biggest disappointment with the framework and its associated materials.</p>	<p>reviewed and changes will be proposed in the fall. For example, Heritage alteration applications have a 90 day time frame for approvals which means that they have to be reviewed by staff, Heritage Kingston and Council within that timeframe. Failure to make a decision within that timeframe means that the application is considered approved as submitted. This timeframe does not allow for the implementation of the public engagement framework.</p>	
<p>What then precisely are the kinds of issues that would be subject to this new approach? How would the recommendations make a difference on how an issue was addressed? What would be a good outcome as a result? The materials are so abstract, without a single example of how the public engagement process would unfold in any particular instance. The writing and tone is rather cold and uninviting for the ordinary person.</p>	<p>There are a large number of City initiatives that would be subject to the public engagement framework. This would include matters related to transportation, transit, active transportation, planning policies, heritage policies, parks development, recreation programs, social programs and policies, etc. The Framework clearly states that the outcome of an initiative will not be reflective of all public input but that input will be considered. Examples of that would include the North King's Town Vision, Waterfront Master Plan, Official Plan update, etc. Writing and tone has been further revised to try to address concerns.</p>	email
<p>How would the City know if public engagement had been successful? Helpful indices would be, not just number of consultations or number of people consulted, but how many people were getting engaged for the first time, or had a good experience and came out again. There should be a sense of an ongoing relationship where people are more involved and continue to feel engaged.</p>	<p>Public engagement activities will be evaluated by participants following the activities. Key to success will be that participants felt heard and that they were able to be part of the process to form a recommendation or decision understanding that the final outcome will not be reflective of all public input. A successful engagement activity should encourage participants to continue to be engaged in future projects and initiatives.</p>	email
<p>The report should address more concretely what impedes people from participating: childcare needs, location of consultation, timing, feeling safe and welcome, etc.</p>	<p>The staff report and the implementation plan address more detailed matters of ensuring that engagement is conducted in accessible locations, that support is provided for parents to participate with their children, that engagement activities take place at different times but also through different methods to enable as many people as possible to participate.</p>	email
<p>I was impressed with the documents. I sensed that public input (including things that</p>	<p>No comment.</p>	email

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
General Comments		
concerned me) were given due consideration - especially the commitment to let us know how our input was aired and considered. I agree strongly that not all of us will be happy with the final decision. I also agree that you have paid due attention to the possibility of finding accommodations where possible in order to find the optimum solution.		
It looks like a lot of my past comments have been ignored –but like the document says –you cannot please everyone.	All comments have been considered during the updates and changed to all documents.	email
FRAMEWORK Executive Summary - There are no consequences mentioned if staff do not follow the framework.	It is intended that the Framework will be endorsed by Council. Staff will be required to follow the framework.	email
Guidelines: the first line - is that real the objective of PE – it sounds more like an objective for paperwork then an objective to have a project that works for all (or almost all). Perhaps the objective is: To have public engagement such that the end product will be something of which the city and residents are proud. This sentence could be added. See side bar on p 4	This has been reviewed and amended.	email
Appendix – Charter. This is still not worded as a charter. It is too wordy. I sent a rewrite of this but I guess it was not taken into consideration. “Charter” is not defined in definitions. Please tell me how this is a charter by any definition!! Charters usually have a mission, vision, city role, citizen’s role, etc. See City of Burlington charter. Please, please redo this.	This has been reviewed and amended.	email
Implementation Plan Glad to see this. P 3 – glad to hear that there will be/or is a public engagement “Division”. Could I see the mandate for this division? Please and thank you.	The Division is called - Communications and Public Engagement Division of the Communications and Customer Experience Department.	email
P 4 Establish a community engagement network – great idea. Why not add beside city employees “and residents”. Did the public have any say in the development of these terms of reference – or are they being involved after the city sets out the terms (again)?	This was included as part of the implementation plan based on comments received from the public. A strong desire to share information with groups and organizations is critical. The terms of reference outline the purpose of the network and were based on comments received.	email
Page 4 1.2 – internal engagement group – why is there a need for two groups (internal and community)? Would it not be better if there was one group (including community and internal) that worked together.	The community engagement network will share information with groups and organizations. The internal engagement group will collaborate and review internal procedures, issues and opportunities for public engagement. The idea will be considered in the future.	email
Page 5. Public Engagement policy – will the public be involved in drafting this policy. The community group is being set up at the same time as the policy is being	The policy will be the Public Engagement Framework when it is approved at Council.	email

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
General Comments		
developed. How will they have time for input into the policy? Perhaps the time frame has to be changed.		
Page 6 – you have training and awareness here but not in roles to initiate change. (see p4 framework)	Training is included in the implementation plan.	email
Page 8. It is not just a roster of Facilitators but of facilitators who have been trained in IAP2, Kingston’s PE framework and related policies and procedures (this could be an income stream to provide education to facilitators). There does not appear to be any facilitator training in this document. Facilitators who want to be on the roster must complete the city training (and pay for it).	This will be considered for future options.	email
P11 4.2 Evaluations - 2nd paragraph. At “some” why not all?	Some public engagement sessions are inform and some are pop ups or techniques that evaluations would not be appropriate.	email
<p>Appendix A</p> <p>Purpose: why is this different than other sentences about why the city has developed PE - see WHY p 2 framework – see the charter, exec summary p3</p> <p>There should be some consistency of why the city is using PE.</p> <p>This is not stated as a purpose – this is stated as a reason. Perhaps “purpose” is the wrong word. Perhaps this is just an “Introduction”.</p> <p>Objective; is the objective to share info or to actively encourage Public Engagement participation by As worded now it seems backwards. The last part “to create greater awareness and participation...” should come first.</p> <p>Composition:</p> <p>Is this aimed only at “Groups” what about “individuals”, like myself? Can we not be part of this network?</p> <p>Why not have rosters, like you do for facilitators, that include community groups and individuals that have been trained in PE and are interested in certain initiatives?</p> <p>Why is the language vague again? “Could”, “where appropriate”.</p>	This has been reviewed and amended.	email
There is very little here about the “Composition” Is “Composition” the right term? It appears just to be a formal way for the city to distribute info without doing much else. I was expecting more of a Community lead group that helps the city inform and be engaged with the public during all aspects of an initiative. Elements: This is just a communications devise – not a proactive measure.	The community engagement network is a very important piece of engagement. Ensuring residents are informed of upcoming engagement opportunities is critical.	email
<p>Internal group:</p> <p>Purpose – is not stated as a purpose but as an intro.</p> <p>Objective: “May” there is no authority in this terms of reference.</p>	The internal group will be an internal resource and will also collaborate and review public engagement opportunities and issues. The comment about citizens	email

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
General Comments		
Composition: this is more like a composition then the community one. Why are there no citizens on this group? Where will you get the public's input?	being a part of this group will be considered in the future.	

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
Next Steps		
Implementation plan scares me. Take it for a test drive. There needs to be a marketing component to engage people. We need to compel people to get started, to get engaged, to visit the website or go to a meeting.	The implementation plan for the Framework has been developed and will be presented with the staff report at the Administrative Policies Committee. There will be an evaluation process to assess the effectiveness of the framework.	focus group - May 30
Want to see the implementation. Can't move until we can see how the implementation will look. Could support the document but depends on how well the implementation looks.	The implementation plan will be included with the staff report to the Administrative Policies Committee.	focus group - May 30
When implementing a new process you want to look at it ongoing – like a review after every step – but get to the point where you can have 5 questions on a scale of satisfaction and asking those who participated to measure the success. Then evaluate what it would take to move to more satisfaction - the timeframe for this review should be between the ends of the consultation and before it goes to Council (to ensure you are capturing the feedback when it's fresh and relevant).	The framework includes a section on evaluation of public engagement activities. This evaluation will be conducted after the actual engagement activity and before a report is presented to Council.	focus group - June 1
Very interesting. Big concern is implementation and staff time. How is this really going to be implemented effectively when you get big issues on the table?	The implementation plan will be included with the staff report to the Administrative Policies Committee.	focus group - May 30
When you first implement – go over the top telling the public that this is the first one using the PE framework. Good or bad – you will get your feedback (maybe this needs to be done for the first few).	Residents will be informed when the Framework is being implemented.	focus group - June 5
In favour of the process. BUT the document needs to be adjusted before accepting it.	A number of amendments have been made to the Framework based on public input.	focus group - May 30
Can support it. An executive summary for the public would do the trick. Its larger value is for staff to steer processes.	An executive summary of a few pages has been developed along with the Framework.	focus group - May 30
Needs to run tests – looking at 5 or 6 projects over the last few months. Overall I believe this is the direction it should go. It's not perfect but never will be. It provides more opportunities for engagement. Concern – doesn't prevent the loudest voices from engaging most. We still need to work to engage those not engaging right now – the silent majority.	The framework will be evaluated to assess its effectiveness. There will be attempts made to engage individuals that are not usually engaged through various public outreach initiatives.	focus group - May 30
City needs to asses if this is symbolic or action based. Feedback needs to be used for policy.	Feedback provided by residents will be utilized to assess policies and initiatives.	focus group - May 30
The process demonstrates exactly what we are talking about. If it can work the way this works that would be great. It's a great starting point. Maybe test-drive for bigger meetings. This is like a seminar.	No comment.	focus group - May 30
See issues around a change in culture; know how difficult it can be within an organization. City staff culture. Senior management needs to look at this change in	The implementation plan for the Framework includes training for City employees, Council members and	focus group - June 1

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
Next Steps		
culture and the challenges that go with it, needs to be a priority for senior staff.	residents to create more awareness and a better understanding of the engagement process.	
How do we measure success? Don't see anything in the document that speaks to this. "What gets measured gets done". Measurement could be helpful to ensure the sustainability and longevity of it.	Evaluation will take place after some engagement activities to determine the success of these activities and the Framework itself will also be subject to an evaluation.	focus group - June 1
Consultation slows everything down – recognize this as a challenge. Will create frustration from project managers.	Engagement will generally require a longer time frame during the development of a project/initiative.	focus group - June 1
Measurement of success is important – before we start using it we need the criteria to know if it is successful or not.	Evaluation will take place after engagement activities to determine the success of these activities and the Framework itself will also be subject to an evaluation.	focus group - June 1
The framework will need a trial maybe. And understanding it as a learning process.	The implementation will be a learning process for all participants and the framework will be evaluated for its effectiveness.	focus group - June 1
Evaluation/feedback idea - Maybe questions linked on the City website – “having read the decision, do people feel the consultation process allowed them to be heard” – so it's not about the decision it's about the consultation. That they see the rationale of how the recommendation came to be. Another question – would you participate again? This would tell us if you had trust in the process.	The evaluation section of the Framework includes an evaluation of engagement activities with questions to participants to determine their level of satisfaction with the engagement process.	focus group - June 1
Need to include the City employees – they may have input as well. Hear what they felt went well and what didn't. What they were and were not able to do.	City employees are included as one of the participants in the Framework and will be utilizing the Framework as a tool to implement a more consistent public engagement process.	focus group - June 1
Page 14 – mention of budget. What is the budget? We need this budget information. Some rationale for why something is not done because it is not “in the budget”, but why? How will public engagement be budgeted?	Budget information is presented publicly at Council and is also available on the City's website. https://www.cityofkingston.ca/city-hall/budgets	focus group - June 1
Budget development should be part of the public engagement process. Other communities have tool or games for residents to show how their priorities affect other services or City programs.	Information and further engagement on budget will be considered.	focus group - June 1
Can the City have a lessons learned (in public engagement) document? This could be a great next step.	This will be considered as a future option.	focus group - June 1
When the final document is put out ask us to evaluate the final document AND the use of our time/would we do this again. Perfect way to test a feedback process.	An evaluation form will be provided to participants to evaluate the effectiveness of the engagement process to develop the Framework.	focus group - June 1
Desire to have more conversation about the supplementary pieces like the communications plan.	The implementation plan which will be distributed with the staff report to the Administrative Policies Committee and	focus group - June 1

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
Next Steps		
	also include a communications strategy for the Framework. Each initiative/project requiring engagement will also have its own communications plan.	
Evaluation – community involvement in the evaluation (Burlington Charter action team) process and evaluation of the third party system – like the Queens school of public policy that could review the process after a year. Someone who has not been directly involved would be ideal to review the process after a year of implementation.	An evaluation process will be developed over the next year to enable a review and evaluation of the various elements.	focus group - June 1
There will need to be an “Evaluation Plan” that will evaluate the combined areas on the Quick Reference sheet. This will be a very large undertaking and will require a very detailed mandate and authority. There will be the need for outside consultants, working with a team of residents and City employees. It may also layout a framework for evaluations of future city projects.	Evaluation will take place after engagement activities to determine the success of these activities and the Framework itself will also be subject to an evaluation.	focus group - June 5
Timelines - How long does Council have to review long documents? And how long does the public have? Maybe there should be timeframes in a more detailed document.	This will be a project and initiative based review to try to release significant draft documents earlier to Council and residents.	focus group - June 5
Have a board in the room to display the PE framework.	The Framework will be available at public sessions.	focus group - June 5
A role plays performance of the PE framework and put it on in the schools.	This will be considered as a future option as part of information distribution into schools.	focus group - June 5
What would assist it working well for your association? Something like this for the planning process for development applications.	The City will work more closely with community associations to promote a more open dialogue.	focus group - June 5
Communicate when there are not options to have the timing to be done in specific ways.	Information on project time constraints will be provided early on in the process.	focus group - June 5
Is there a detailed plan/timeline for the whole PE project? (The one on page 49-50 of Report Number 17-064 is not detailed enough)	The implementation plan will be included with the staff report to the Administrative Policies Committee.	email
<p>Will there be a Public Engagement Advisory Committee – and shouldn't it be initiated sooner rather than later?</p> <p>https://www.edmonton.ca/city_government/documents/September%209_DRAFT_StrategicAreasWorkingGroups.pdf (I like Edmonton's diagrams)</p> <p>https://stalbert.ca/uploads/PDF-infosheets/Terms-of-Reference_Public-Engagement-Policy-and-Program-Committee.pdf</p> <p>http://www.oregonmetro.gov/regional-leadership/metro-advisory-committees/public-engagement-review-committee</p>	This will be considered as a future option.	email
What are the plans for these comments? Will someone go through the comments and see which ones should go into the document or plans so that they are not lost?	Every comment provided at focus groups, in surveys or through email have been documented, reviewed and	email

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
Next Steps		
	considered. A number of amendments have been made as a result of comments and staff comments/responses to every comment is provided in this document.	
Quick Reference Sheet - thanks for this, it put the project into perspective and shows that many areas I was concerned about are being addressed. This is a very important sheet and should be part of the framework document as an intro or info package. It needs a new title: "PE Information and Plans." Neighborhood Engagement groups: Maybe the name has to be changed as these groups may not just be by "neighborhood" but also by interest in a project. For example, a "Public Engagement Group" would contain many "neighborhoods". This sheet should also contain info on how the Public could be involved in each of these areas (training, implementation, and communication, graphic design) to allow input, suggestions, etc. How much Public Engagement will there be on the development in these areas? There were no questions on the survey regarding this document.	Information of the Quick Reference sheet is also included in the staff report to the Administrative Policies Committee.	email
Are there detailed plans for the items on the Quick Reference sheet?	Information on the Quick Reference sheet is also included in the staff report to the Administrative Policies Committee.	email

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
Worksheets		
Like the worksheets as they lay out how to approach the level of engagement and some good questions about how to determine this.	No comment.	focus group - June 1
Initial steps are a problem. Asking staff to determine the level of PE.	City employees will determine the level of engagement based on Worksheets and with support from the Communications and Customer Experience Department. Level of engagement can be adjusted depending on participants input.	focus group - June 5
Value in staff looking from the big picture to get a sense of the overall issues or otherwise with other staff before determining the PE level. Just being able to use a check box may not be the right option. Policies are critical. Some items may need to be noted as critical.	Same comment as above.	focus group - June 5
The worksheet is not strong in defining how to involve groups/people that may not be involved.	Communication plans will be required for each public engagement process. These communication plans will be developed with the support of the Communication and Customer Experience Department and will identify ways to reach out to and inform residents of upcoming public engagement.	focus group - June 5
Concern over little guidance. Leaves a lot for staff to know who the stakeholders are. Their role may have a different look. Weak on inviting people into the process and how do you identify these stakeholders.	Same comment as above.	focus group - June 5
You added labour organizations and student organizations to the Framework list, but they didn't make it to the Worksheet list. I think they should be there.	Framework has a shorter list of organizations as they are meant to be examples and not an exhaustive list. The worksheets have a longer list as they try to cover as many organizations as possible to provide staff with more guidance.	email
<p>Re: Worksheet. I don't think the worksheet provides adequate mechanism to differentiate when different levels of participation are desired. Further, I worry that the worksheet doesn't provide guidelines on selecting participants. It should be made clear that a variety of points of views are desirable and diverse interests should be represented. (This is made abundantly clear in the Framework: but is less clear in the Worksheet)</p> <p>I appreciate the comment that methods can change based on public input in the information stage.</p> <p>The Framework is explicit that the public needs to know how its input will feed into the decision process and what impacts their participation had on the process of</p>	Worksheets are a primary tool to guide the implementation of the Framework and therefore not all information is repeated in the same format. The staff reports to Council will include a section on public engagement with public input so that Council is aware of feedback when making a final decision.	email

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
Worksheets		
<p>deliberation by the decision makers. I don't see where the mechanism for this to happen is in the Worksheet. Publishing what people said is not the same as publicizing how decision makers were exposed to the input. Even if it wasn't integrated into the final decision, how it got considered and was reconciled with the decision is important to maintain sense of worth of participation. (This information also empowers citizens to promote their objectives in the public debate. Discourse is the essence of democracy. Conflict is diminished when differences are aired.)</p>		
<p>Consultation- should be distinguished from informing. It is more resource intensive and two-way communication. The Worksheet should distinguish when consultation is needed and informing is insufficient.</p>	<p>Inform is typically the first step of any public engagement process and would apply to all levels of engagement.</p>	<p>email</p>
<p>How do the worksheets relate to the 5 steps? I assume they could change throughout a project. But this is not clear in the document. The worksheets appear to be just a list of options with no ties to the Framework.</p>	<p>The Worksheets help to detail out the 5 steps to plan the public engagement process as contemplated in the Framework.</p>	<p>email</p>
<p>The title could be changed to "City Employee's PE Worksheets".</p>	<p>There is an introduction at the beginning outlining this - Worksheets are primarily an internal tool to help guide City employees through the development and implementation of public engagement.</p>	<p>email</p>
<p>There will need to be training on these worksheets.</p>	<p>Training will be provided as part of the implementation. There is an implementation plan provided with the staff report to the Administrative Policies Committee that includes details on training to be provided for staff, members of Council and residents.</p>	<p>email</p>
<p>Worksheets are really important - and not necessarily just for staff. I thought they really represented new territory in a really interesting way.</p>	<p>Worksheets were provided to ensure that the public could provide input on their content and also gain some awareness of the details to plan out an engagement plan.</p>	<p>email</p>

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
Structure		
The document is off-putting due to length.	The Framework has been reviewed and duplication has been removed. The document has been condensed as well. An executive summary has been created to highlight points of interest and links will be created for online viewing.	focus group - May 30
See the length as a barrier. Most people didn't read it all. It can be simplified and some of the information could be hidden (though links) to enable better navigation and show residents what they are interested in.	Same comment as above.	focus group - May 30
Feels repetitive. I ask myself, will I be exhausted? I feel like I've read some of these things three times.	Same comment as above.	focus group - May 30
Interest in not being "hammered" with information but having it available if needed or requested or I can find it. Would suggest making the document shorter.	Same comment as above.	focus group - May 30
A lot of words. This could be simplified.	Same comment as above.	survey
I like the detail that is here, but for the public there needs to be a condensed version. There is clarity when you go through the document but who is this for?	Same comment as above.	focus group - May 30
Longer version as well as an executive summary might be the best win-win.	Same comment as above.	email
Needs to be 3 pages plus the charter, not 15 – people have worked too hard on it and not stood back.	Same comment as above.	focus group - May 30
Pleased to see the introduction of the charter. I would move it forward, first page, in the document rather than the last page.	Charter is a one page document that has been removed from the Framework and will be added as an appendix to the Administrative Policies Committee staff report for Council's endorsement.	focus group - June 1
Charter – what does Charter mean? Different formats – set out core principles that people can sign onto and adopt. Charter should be one of the first pages.	Same comment as above.	focus group - June 5
Page 15 – Charter – is not worded like a charter – see examples like Hamilton's PE charter for their Volunteer Public Engagement committee. This Charter should be front and centre and not hidden at the end. Could the PUBLIC be involved in developing this PUBLIC Engagement Charter? This charter is too wordy – what are you really trying to say and why? How will this charter be used and by whom? Is it a legal document?	Charter has been reworded and shortened to reflect other municipal best practices. It will be an appendix to the staff report and the intent is to have a charter that Council endorses which will demonstrate a strong commitment to public engagement.	email
Public Engagement Charter Rewrite WHERE AS: The City of Kingston Public Engagement Charter is a commitment to Kingston residents that PUBLIC ENGAGEMENT is PRIORITY for the City Of Kingston.	This has been reviewed and amended.	email

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
Structure		
<p>The City of Kingston is committed to following The International Association for Public Participation (IAP2) Continuum as a standard for Public Engagement. It is a recognized standard for identifying the different levels of participation. The levels of engagement and the techniques are outlined in the Public Engagement Framework and Worksheets.</p> <p>Successful Public Engagement requires meaningful interaction and dialogue between all Participants. Ensuring mutual respect of all participants including residents, City employees and members of Council impacts the success of Public Engagement. THIS Charter reinforces the priority of the fundamental concepts outlined in the Public Engagement Framework including the roles and responsibilities for Residents, Council and City employees, key principles and techniques.</p> <p>This CHARTER recognizes that the involvement of Kingston residents is vital to a democracy.</p> <p>THEREFORE:</p> <p>Residents WILL HAVE a stronger voice in how municipal government works and a say in the decisions made by the City of Kingston that impact their quality of life. Everyone has a responsibility to work together to make this happen.</p> <p>The Public Engagement Framework and Worksheets WILL BE THE TOOLS used for public engagement.</p> <p>Public Engagement WILL encourage participation, actions and personal email responsibility.</p> <p>This proposed rewrite of the Charter has been considered and integrated in part in the final draft of the Charter attached to the staff report to the Administrative Policies Committee.</p> <p>Public Engagement WILL lead to more informed and, therefore, better decision making for the City of Kingston.</p> <p>Trust and confidence in the City of Kingston WILL increase as residents are engaged in the decision making that impacts them.</p> <p>THE CITY WILL create more opportunities for discussions, problem solving and planning for the City of Kingston's growth.</p> <p>THE CITY OF KINGSTON WILL continue to improve the ways residents and the City of Kingston listen to and learn from each other.</p> <p>THE CITY OF KINGSTON WILL utilize various forms of technology to play a crucial role in the techniques used to engage, and recognizes that there is no single form of engagement that will meet the needs of all.</p>		

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
Structure		
<p>As technology changes adjustments will be recognized to ensure the City is providing residents with enhanced tools to be aware of engagement opportunities, have a voice and to bring new ideas forward.</p> <p>Respect is exemplified by:</p> <ul style="list-style-type: none"> • Listening with an open mind. • Showing consideration for another point of view. • Valuing the role each person plays in the Public Engagement process. <p>Together, the City of Kingston residents, Council and City employees will improve Public Engagement and enhance the City.</p> <p>Signed by: Mayor??</p>		
<p>Page 5 – Public Engagement Charter; Please indicate that it is in an appendix –so people know where to look for it. Better yet – put it near the front of the document. The charter is a very important document – Why is there is no question on this item in the survey?</p>	<p>The Charter will be an appendix to the staff report to the Administrative Policies Committee, separate from the Framework.</p>	<p>email</p>
<p>First line of the charter “commitment to Kingston residents” should it say “people of Kingston” so later when we move to stakeholders, residents, Council, etc.</p>	<p>To be reviewed.</p>	<p>focus group - May 30</p>
<p>Use fewer capitals – should public engagement be capitalized?</p>	<p>This has been reviewed for consistency and capitals have been removed.</p>	<p>focus group - May 30</p>
<p>Page 9 "...performs maintenance activities..." is inconsistent with the rest of the framework.</p>	<p>This section has been reworded to provide clarity.</p>	<p>focus group - May 30</p>
<p>Who the “right people” are as referenced in the first bullet at the bottom of page 13? Who determines who the right people are?</p>	<p>This section has been amended and the wording has been reviewed to provide more clarity.</p>	<p>focus group - May 30</p>
<p>Page 9 “the city will only inform if maintenance...” makes sense as the inform step but not clear. Please clarify.</p>	<p>This section has been reworded to provide clarity.</p>	<p>focus group - June 1</p>
<p>Page 11 – “desired outcomes” What does this mean?</p>	<p>This section has been reworded.</p>	<p>focus group - June 1</p>
<p>Page 7 – under public engagement “there are some situations where the level of engagement may not exceed information” should read, not move beyond the distribution of information or something like that.</p>	<p>This entire page and section has been reworded.</p>	<p>focus group - June 1</p>
<p>Resident definition - Any person residing or owning property within the boundaries of the City. I would suggest that, for this document, it be made explicit that this policy is for the involvement of individuals and organizations. I would suggest you might want to include the reference. To perhaps read "Any person resides or owning property within the boundaries of the City including people acting as agents of organizations operating within those boundaries."</p>	<p>The definition of resident has been amended to include persons who represent various organizations.</p>	<p>email</p>
<p>I don't understand: “Public Engagement could also only be established after</p>	<p>Yes. The wording of this section has been amended.</p>	<p>email</p>

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
Structure		
Residents have brought forward ideas.” (page 9) Do you mean: "Public Engagement might also be established after....”		
Typo: "build effective Public Engagement" to "build effective Public Engagement" (page 9).	This has been reviewed.	email
<p>“Communicating Public Engagement is a key to success. Public Engagement activities will be developed by the City project lead in coordination with the Communications and Customer Experience Department. Clearly defining the goals and objectives for the public engagement are Essential.” (page 12)</p> <p>As soon as you use customer in the title of a department or suggest that residents and other correspondents are customers you create the idea that the City is a business and serves the shareholders. Profit becomes the driving motivation. Selling the City’s product becomes a driving force. Ultimately, the advertising mentality and maintaining a “brand” becomes more important than objective analysis and full disclosure.</p> <p>This negates what you are trying to accomplish with this consultation model. That doesn’t mean that efficient service and responsiveness of the City is not important and should not be measured. Of course, some of the roles of City departments are fee for service based. Of course, sometimes we consume services such as garbage collection. Of course, residents are patrons as well as voters and “citizens”. But customers don’t drive businesses except through their pocket books.</p> <p>I was sent on time management training when working for the government. We were taught “5% of your worst customers will take 90% of your time, while 5% of your best customers will receive 10% of your time. Put the 5% of your worst customers at the bottom of your action list and spend your time where it will pay off most. I suggest this paradigm is fraught with danger for a civil service.</p> <p>When I called in to the City with a suggestion that a yellow line be painted at the edge of the sidewalk in front of City Hall because, while standing with the vigil, I had seen a number of people fall because the edge changes height, I did not act as a customer. I acted as a good citizen protecting others. Yet at that time I was greeted with the statement “Customer Service”.</p>	The name of the Communications and Customer Experience Department" was selected in the same manner as all other City departments.	email
Could the date and draft # be placed at the bottom of every page so we know on what	The date and draft number have been included in the	email

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
Structure		
version we are working with?	updated document.	
Table of contents: “Why does the city have a public engagement framework?” Could this be reworded to “why the city and residents of Kingston have a PE framework”? There is no clear definition of the purpose of this document or how it will be used.	This section has been reworded.	email
Page 3 – fourth paragraph – “public driven” needs to be defined. Also in the comments document it says “The Public Engagement Framework is a tool that is being developed primarily to help guide staff in their engagement activities with the public. Which is different from “Public driven”? Which does not reflect that the public is very involved in the use of this tool? I believe the PE framework is also a tool for all residents. If the city feels it is only for their employees it is not really a PUBLIC Engagement framework.	The public engagement framework is for residents, City employees and council members. The framework is only one of the tools that will be utilized for public engagement. For example, the City is implementing an online public engagement platform which will enable all to be able to share information and ideas. The framework itself does provide City employees with guidance on how to engage with residents even if some levels of engagement may be led by residents.	email
Page 4 – fourth point – “most important issues” who decides this?	This has been amended and the words "most important" have been removed.	email
Roles – include “trained and up-to-date on Public Engagement “in all groups.	Training for all groups is addressed in the implementation plan included with the staff report to the Administrative Policies Committee.	email
Page 11 -Timelines – BOLD “as early as possible”.	This page was amended to try to provide more clarity.	email
Page 12 last paragraphs – “developed by City Project Lead” Is this the case in a level 5 Empower situation?	No. The empower level is usually led by Council.	email
Page 1 intro paragraph does not make sense – are there words missing? “City employees” should be in bold.	This has been reworded.	email
Definitions: IAP2 - The International Association for Public Participation.... (Think it should be capitalized).	This has been reworded.	email
Guidelines (page 4) - 3rd bullet - how about Adhere instead of 'Stick'?	This has been amended and wording has been changed.	email
Roles to Initiate (page 5) - Participants (exclusive of Council & City Employees). 'Resident' excludes all those possible participants listed on pages 10 & 11.	Participants include residents, Council and City employees as all can participate in the process of engagement. The definition of resident is broad to include participants that could also be members of organizations.	email
When Should There.... (Page 9) 2nd bullet - To provide an opportunity for participants to bring.... (Again using the word residents could be exclusive - this happens several times throughout - have noted a couple more below).	The definition of resident has been amended to be broader in nature and include participants that may also be representing organizations.	email
Planning for Public (page 9) - there is a typo on line 2.	This has been reworded.	email

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
Structure		
Define the Initiative (page 10) - change the word residents to participants.	The wording has been changed from residents to participants.	email
Page 11 (paragraph at the end of the list) - again the word 'residents'.	This has been reviewed for consistency.	email
Conduct the... (page 13) - The 1st sentence is not complete.	This has been reviewed and amended.	email
We talked about capitalization within the descriptive wording. In my opinion the section titles should also be consistent - either the 1st word capitalized or all of them capitalized.	This has been reviewed for consistency.	email
Make Recommendations (page 13) 2nd paragraph rationale for the decision.... (Add the) 3rd paragraph - is important in order to ensure participants are informed.	This has been reviewed and amended.	email
Level 3 (page 12) 1st bullet - 2nd sentences - Feedback may have some impact....	This has been reviewed and amended.	email
Good to see the framework streamlined, shorter, and punchier. That is certainly an improvement over earlier drafts.	No comment.	email
The writing is bad and ungrammatical in places. It would be worth getting a good editor to comb through the whole thing. One example is in the executive summary: "Working together; Kingston's residents, council and City employees will improve public engagement and enhance the city and quality of life." Should be something like: Working together, Kingston's residents, council and City employees can improve public engagement, as well as enhance the city and its quality of life." There are others.	The document has been revised to try to address concerns related to grammar.	email
P 1. Definitions: – ok. The Public Engagement definition here should be in the executive summary.	Page 2 of the executive summary includes What is Public Engagement.	email
P 2. "Why": may need a summary statement - "So that the city and residents are proud of all initiatives".	This was considered and based on comments about trying to tighten up the document it was felt that this was captured.	email
P 3. "What": Purpose – I do not like the term 'MAKE' -could it be reworded to insure residents are	This has been reviewed.	email
I do not like "as early as possible". Could there not be some time frame to this, like within 2-3 weeks of starting an initiative. Or define "as early as possible".	All projects have various time frames. As early as possible allows all projects to be included.	email
P 4. "Guidelines": "a participant may be asked to remove" Who will do this? It must be clear that this is the role of the facilitator not the attendees.	This will be considered with the implementation.	email
Resident roles 4th point – why are initiatives called "challenges" here? "Challenges" has not been defined. Is "challenges" the right word?	This has been reviewed and amended.	email
P 5 "City employees" add – To be trained and remain current on PE processes, etc.	This is included in the implementation plan.	email

Resident comment	Staff comment	Source (survey, email, focus group, etc.)
Structure		
P 8 "Timelines and resources"; Should note if the public will have a say in setting these timelines and resources and that these timelines and resources can be changed due to public input.	This is noted in the framework.	email



PUBLIC ENGAGEMENT IMPLEMENTATION PLAN





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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