



**City of Kingston  
Report to Council  
Report Number 15-414**

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**To:** Mayor and Council  
**From:** Gerard Hunt, Chief Administrative Officer  
**Resource Staff:** John Bolognone, City Clerk  
Colleen Gareau, Director Strategic Communications  
David Johnston, Chief Information Officer  
**Date of Meeting:** October 20, 2015  
**Subject:** Open Government Kingston Workplan

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**Executive Summary:**

On June 11, 2015 staff presented an Information Report to the Administrative Policies Committee, entitled Open Government Framework ([Report AP-15-020](#)). That report presented a proposal to develop a formal Open Government Framework for the City of Kingston supported by a multi-year workplan, comprised of initiatives that reflect best practices and community priorities falling within the context for the implementation of Council's priorities.

The framework and workplan would include a proposed vision, guiding principles, directions and specific actions, including "quick wins" and a high level financial forecast of related expenditures.

This report presents the Open Government Kingston Workplan, which includes the framework and the multi-year workplan.

**Recommendation:**

**That** Council receive the presentation titled Open Government Kingston Workplan as the proposed implementation plan for Open Government within the City of Kingston over the next three years; and

**That** Council endorse the vision, principles and elements of the workplan, contingent on detailed estimates for any additional funding requirements being brought forward as part of the 2016 and future budget processes.

October 20, 2015

Page 2 of 6

**Authorizing Signatures:**

ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER

**Gerard Hunt, Chief Administrative Officer**

**Consultation with the following Commissioners:**

Cynthia Beach, Corporate & Strategic Initiatives

Lanie Hurdle, Community Services

Denis Leger, Transportation, Facilities & Emergency Services

Jim Keech, President and CEO, Utilities Kingston

Desiree Kennedy, Chief Financial Officer & City Treasurer

October 20, 2015

Page 3 of 6

**Options/Discussion:**

City Council has established six priorities to guide progress over the next four years, including the desire to “foster open government”: enhancing transparency, encouraging citizen engagement, and building on a culture of excellence in customer service.

“Open Government” is a philosophy and practice that is embedded in the culture and actions of an organization, that it is sustainable, and that it is essential for an organization aspiring to be “smart and livable”.

On June 11, 2015 staff presented an Information Report to the Administrative Policies Committee (APC), titled Open Government Framework (Report AP-15-020). That report presented a proposal to develop a formal Open Government Framework for the City of Kingston supported by a multi-year workplan, comprised of initiatives that reflect best practices and community priorities falling within the context for the implementation of Council’s priorities.

The framework and workplan would include a proposed vision, guiding principles, directions and specific actions, including “quick wins” and a high level financial forecast of related expenditures.

A follow-up discussion with the Committee was held on August 13, 2015 to provide an opportunity for further questions or directions for consideration in the framework and workplan. An external consultant with extensive municipal government experience was engaged in early September to facilitate the planning process and to assist the City with preparing the plan.

This report presents the Open Government Kingston Workplan, which includes the framework, vision, guiding principles, desired outcomes and a multi-year implementation plan to achieve these outcomes.

The Vision for Open Government Kingston that was presented to APC in June has been further refined in this planning process to the following two statements which are reflected in the choice of plan elements:

- The City of Kingston is committed to being open, transparent and accountable, and to engaging and empowering the community to participate in meaningful discussions and innovative solutions; and
- Citizen engagement in the democratic process is central to this work. As such, citizens have the right to access documents and proceedings to allow for effective public involvement in and oversight of civic affairs.

This Vision is supported by four simple guiding principles of promoting and fostering:

- **Participation** – Involving citizens in the political process and the issues that affect their community drives a responsive and effective public service. The City of Kingston is

October 20, 2015

Page 4 of 6

committed to inclusive engagement and collaboration with the community to develop shared solutions to common problems;

- **Innovation** - Demonstrating competitive advantage is essential to compete in today's global marketplace. The City of Kingston is committed to using information and technology to improve service delivery, to contribute to growing the economy and making a positive impact on the quality of life for its citizens;
- **Transparency** - Building confidence and trust in public institutions is a cornerstone of a democracy and promotes accountability. The City of Kingston is committed to open access to processes and information used to support the decisions and actions of Council and staff; and
- **Accountability** - Public institutions have an obligation to account for their activities, accept responsibility for them and disclose the results to the community in a transparent manner. The City of Kingston is committed to finding ways to be more open and accountable about the manner in which its programs and services are delivered to area residents and businesses, and to making better use of published service standards and key performance indicators.

The workplan itself is built around four Open Government themes:

- **Open Engagement** - enhancing the manner in which the City engages and consults with residents, businesses and stakeholder groups through meaningful, productive and open dialog;
- **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; and
- **Open Data** - making more information about city programs and services available and usable by businesses and the general public while respecting security, privacy and accessibility concerns.

The City has already embraced many principles of Open Government, through examples such as electronic service delivery via the City website, technology improvements to Council meeting management / web streaming, and engagement with the community through social media. This workplan builds on these initial steps and is designed to advance the Open Government agenda at Kingston in the coming years and establish a sustainable culture of "open government by design".

This is a three year plan covering 2016 to 2018 and tied to the current term of Council. The plan elements are primarily focussed on making relevant and timely information available to the public, on providing opportunities for the residents to participate in decision making, and on

October 20, 2015

Page 5 of 6

collecting data that can be used by Departments to drive better decision making and efficiencies in the delivery of City programs and services.

The plan recognizes that some preliminary work is already taking place in 2015, and some deliverables are tied to existing strategies and multi-year projects. Plan elements have been designed to be flexible with respect to affordability and unanticipated changes in technology, and will be financed from the Working Fund Reserve and some existing capital projects.

High level cost estimates are provided within the presentation and more detailed estimates will be developed as part of the next steps and submitted with the 2016 operating and capital budget submissions.

**Staff comments:**

The Open Government Kingston Workplan will impact all City departments. This is a large, multi-year endeavour that requires participation of management and staff from across the organization. This plan will significantly change the way staff engage and consult with the public and will provide information that will allow departments to change the manner in which programs and services are delivered.

There is a lot of overlap and linkages between plan elements, and therefore success in implementing the workplan depends primarily on the ability of staff to manage change efficiently and effectively.

Ongoing leadership and guidance will be provided by the Open Government Steering Committee (CAO, City Clerk, Director Strategic Communications, Chief Information Officer), and the implementation will be closely monitored by CMT and the CAO. There will be on-going status reporting to Council during the life of the plan.

This is a City wide initiative. While project leaders will be assigned to specific deliverables, most plan elements will require participation from many City departments as well as members of the public. The workplan recognizes that there are significant overlap and dependencies between certain plan elements which will be monitored by the Steering Committee. As a result, success of this workplan requires the use of strong internal and external change management practices and methodologies.

The plan will be reviewed and refreshed on an annual basis coincident with the annual budget cycle.

**Existing Policy/By Law:**

Kingston's Strategic Plan 2015-2018

**Notice Provisions:**

There are no notice provisions with this report.

October 20, 2015

Page 6 of 6

**Accessibility Considerations:**

Not applicable at this time; however, the requirements of the Accessibility for Ontarians with Disability Act (AODA) will be considered in the implementation activities associated with the Open Government Kingston Workplan.

**Financial Considerations:**

While there are some high level financial estimates included in the work plan presentation for reference purposes, there are no financial considerations in this report. Annual operating and capital budgets will provide financial estimates that incorporate specific workplan elements and the plans to achieve results. Financial considerations will be built into future reports on this subject.

**Contacts:**

John Bolognone, City Clerk, 613-546-4291, Extension 1247

Colleen Gareau, Director of Strategic Communications, 613-546-4291, Extension 1239

David Johnston, Chief Information Officer, 613-546-4291, Extension 1333

**Other City of Kingston Staff Consulted:**

Not Applicable

**Exhibits Attached:**

Exhibit A - Open Government Kingston Workplan



# Open Government Kingston - Work Plan Overview

- ▶ Background
- ▶ Our Vision / Guiding Principles for Open Government Kingston
- ▶ Timeframe and funding strategy
- ▶ Program management and governance
- ▶ Open Government Kingston business process
- ▶ Major themes
- ▶ The Open Government Kingston framework
- ▶ Desired outcomes, key deliverables and funding requirements by theme
- ▶ Challenges, issues and risks along the way
- ▶ Communication and change management approach
- ▶ Next Steps

# Background

- ▶ **Information Report to APC (June 11)**
  - Received Update/commitment to develop an Open Government workplan (by October).
  - Initial discussion on the linkage between citizen engagement and customer satisfaction to Open Government, opportunities and issues.
  
- ▶ **Information Report to APC (August 13)**
  - Consultation with members of Council on the scope and content of the workplan.
  - Overview of what should be our focus areas/priorities.
  - Commitment to ensure solutions and opportunities are sustainable.
  
- ▶ **Workplan development**
  - RFP for consultant in August. Contract awarded in September.
  - Document review, further internal consultation, plan development in September and early October.



# Guiding Principles

Four simple principles. To promote and foster:

- Participation
- Innovation
- Transparency, and
- Accountability

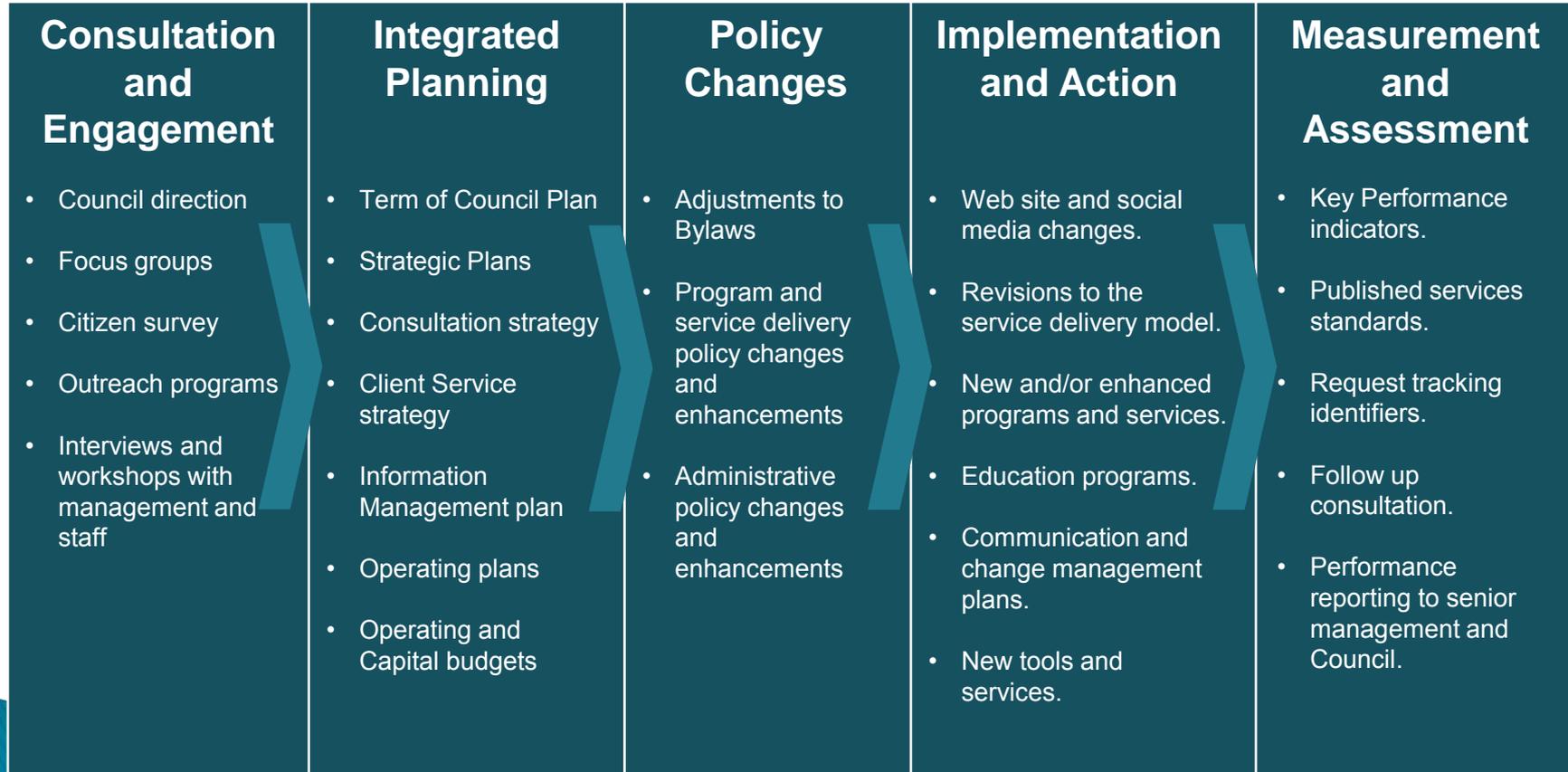
## Timeframe and funding strategy

- ▶ Three year plan covering 2016 to 2018 and tied to the current term of Council.
- ▶ The plan elements are primarily focussed on making relevant and timely information available to the public, and on collecting data that can be used by Departments to drive better decision making and efficiencies in the delivery of City programs and services.
- ▶ The plan recognizes that some preliminary work is already taking place in 2015, and some deliverables are tied to existing strategies and multi-year projects.
- ▶ Plan elements are flexible with respect to affordability and unanticipated changes in technology, and will be financed from the Working Fund Reserve and some existing Capital projects.
- ▶ High level cost estimates are categorized as Minimal (<\$50K), Medium (\$50K-\$250K), or High (>\$250K), and more detailed estimates will be developed as part of the next steps.
- ▶ Some activities and deliverables may result in longer term sustainment costs (examples: the need for various support resources, software licensing costs, etc.).

## Program management and governance

- ▶ Ongoing leadership and guidance will be provided by the Open Government Steering Committee (CAO, City Clerk, Director Strategic Communications, Chief Information Officer).
- ▶ There will be on-going status reporting provided to CMT and Council (including Key Performance Indicators).
- ▶ This is a City wide initiative. While project leaders will be assigned to specific deliverables, most plan elements will require participation from many City Departments as well as members of the public.
- ▶ The workplan recognizes that there are significant overlap and dependencies between certain plan elements which will be monitored by the Steering Committee.
- ▶ Success of this workplan requires the use of strong internal and external change management practices and methodologies.
- ▶ The plan will be reviewed and refreshed on an annual basis coincident with the annual budget cycle.

# Open Government Kingston business process



## The four Open Government Kingston themes

### ***Open Engagement***

Enhancing the manner in which the City engages and consults with residents, businesses and stakeholder groups through meaningful, productive and open dialog.

### ***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.

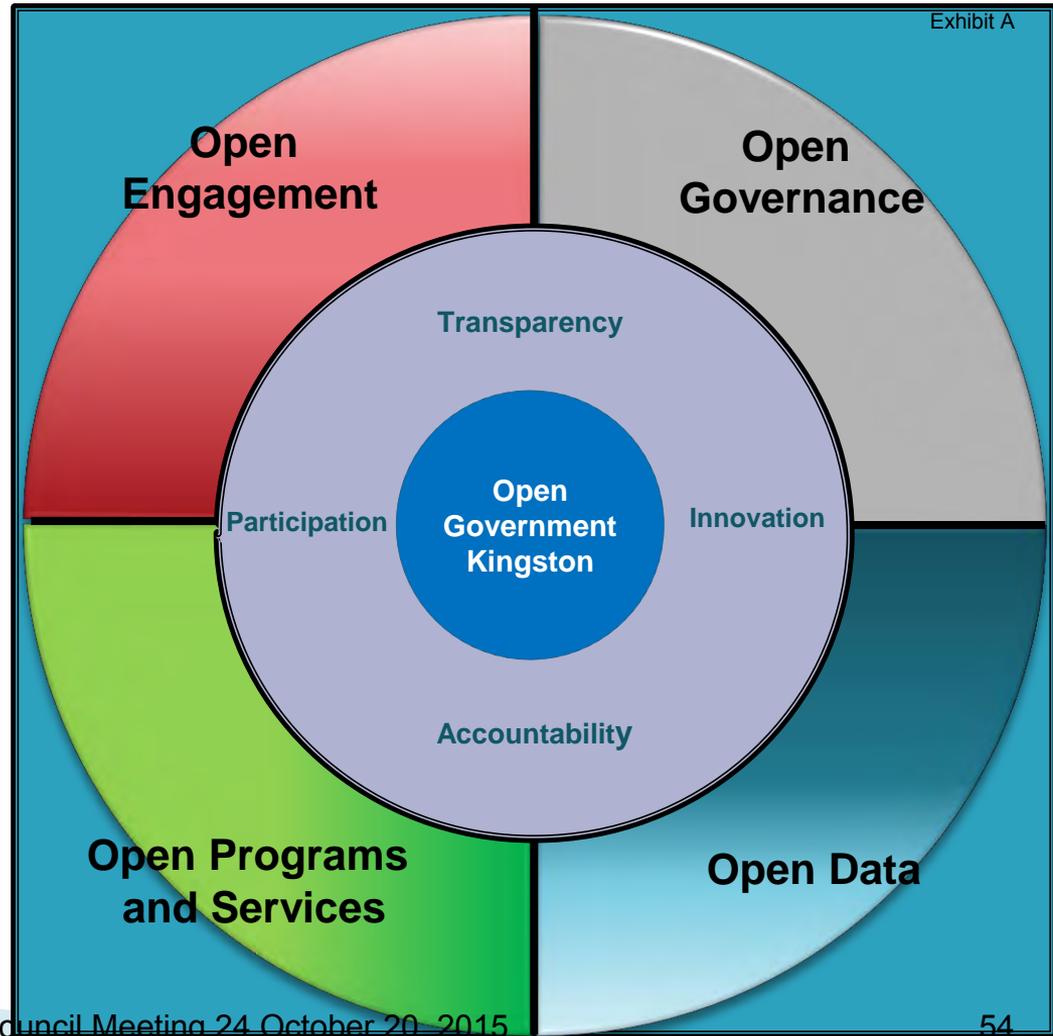
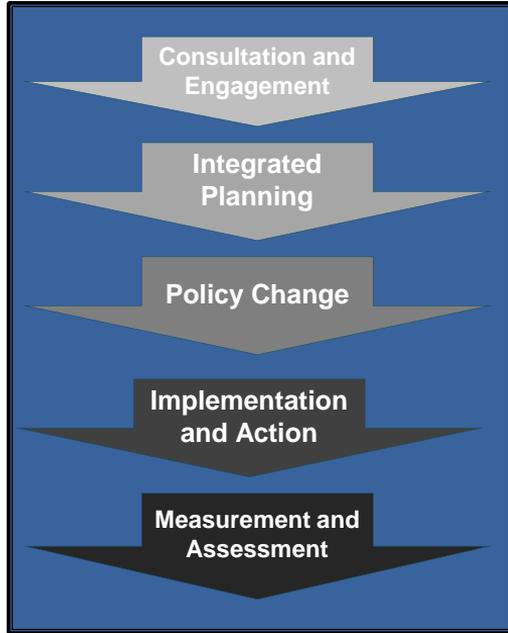
### ***Open Programs and Services***

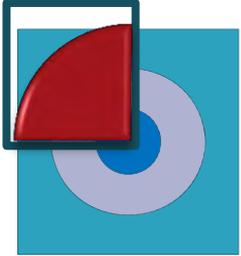
Simplifying the manner in which City programs and services are accessed by residents and businesses, and collecting data that can be used by Departments to drive better decision making and efficiencies in the delivery of City programs and services.

### ***Open Data***

Making more information about city programs and services available and usable by businesses and the general public while respecting security, privacy and accessibility concerns.

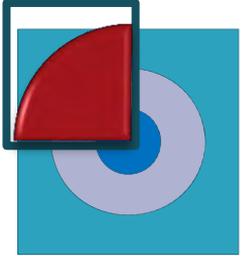
# The Open Government Kingston Framework





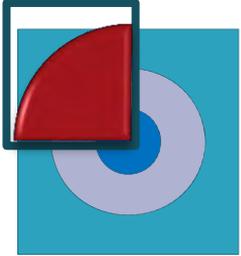
# Open Engagement

## Open Engagement – Desired outcomes



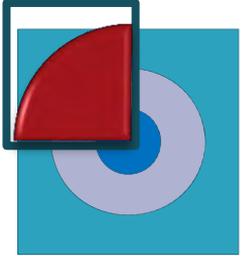
- An engagement model that promotes inclusion and improved ownership of issues by residents and businesses.
- Better collaboration by City Departments on consultation activities.
- Improved tools, formats, channels and more self-service capability.
- Examples of tools include newsletters, online calendars, mobile application functionality, interactive surveys and automated meeting reminders.
- Web site information organized by program and services, with improved search capability, and written in simpler easier to understand terminology.

# Open Engagement

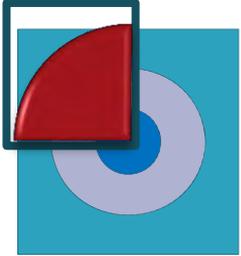


		2015	2016	2017	2018	Fund	Sustain
<p><b>Consultation and Engagement</b></p> <ul style="list-style-type: none"> <li>Council direction</li> <li>Citizen survey</li> </ul>		■					
<p><b>Integrated Planning</b></p> <ul style="list-style-type: none"> <li>A new City-wide community consultation strategy</li> <li>Related communication and change management plans</li> </ul>		■	■				
<p><b>Policy Change</b></p> <ul style="list-style-type: none"> <li>Revised community consultation policy</li> </ul>			■				
<p><b>Implementation and Action</b></p> <ul style="list-style-type: none"> <li>Consultation pilot projects</li> <li>Enhanced approach to annual city wide consultation activities</li> <li>Related web site changes</li> <li>New tools and communication products</li> </ul>		■	■	■	■	▲	●
<p><b>Measurement and Assessment</b></p> <ul style="list-style-type: none"> <li>Follow-up community engagement surveys</li> <li>Reporting to Council</li> </ul>		■	■	■	■	▲	●

## Open Engagement – Quick Wins

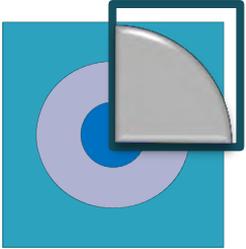


- The dialog with residents and businesses on improving community engagement is already underway.
- Results of the community survey are posted on the City website for feedback and comments.
- Improvements in web site content and search capability will begin in 2016.
- Improvements to web based tools will start in 2016.
- Enhanced consultation pilot projects will start in the first half of 2016.



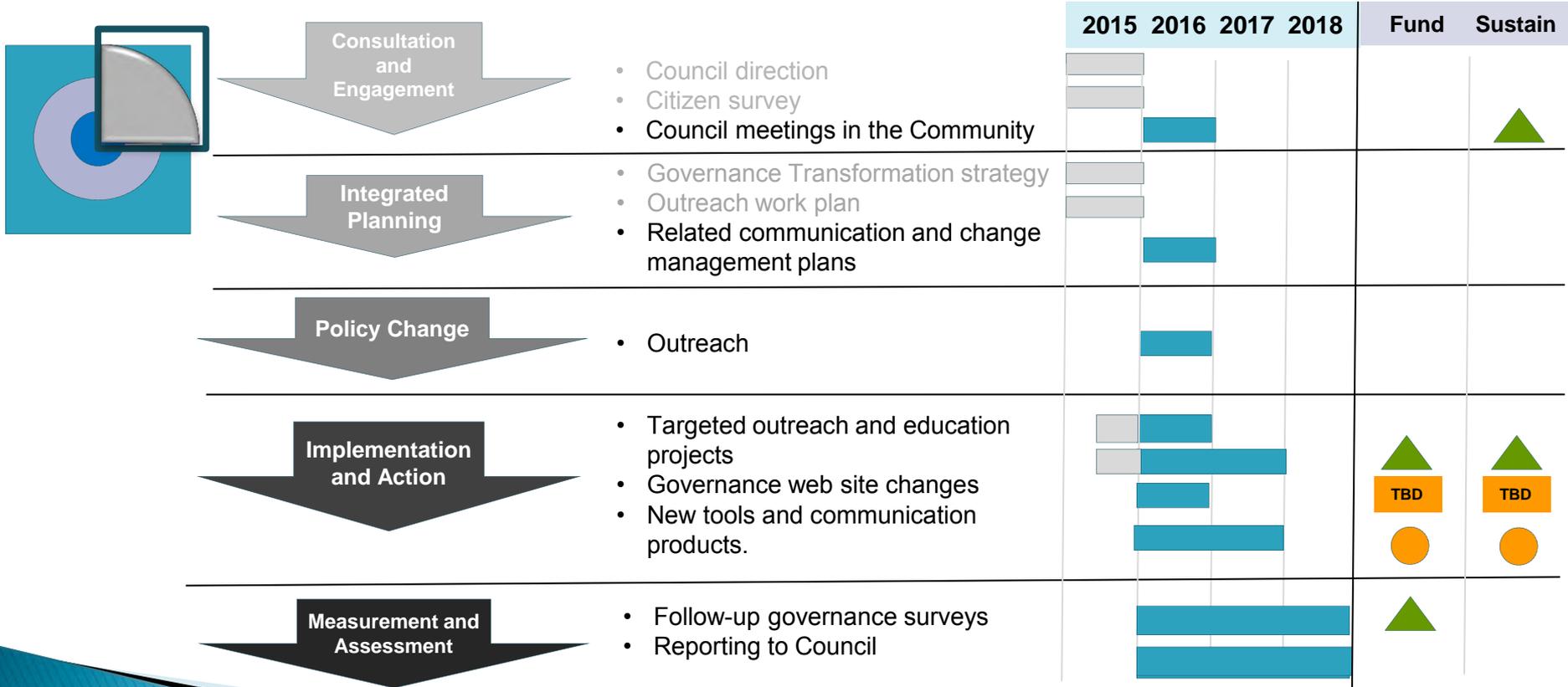
# Open Governance

## Open Governance – Desired outcomes

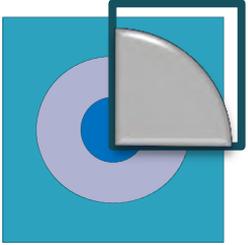


- A more effective outreach model that promotes inclusion, education, and greater participation in Council activities and decision making.
- Targeted outreach programs to engage youth and other stakeholder groups.
- Simplified and easy to understand governance documents on the City web site.
- Improvements in electronic access to Council and Committee meetings and the use of social media tools.
- Electronic tools to make people aware of Council activities and to encourage them to provide input and feedback on specific issues.
- Annual Council/Committee meeting(s) out in the community.

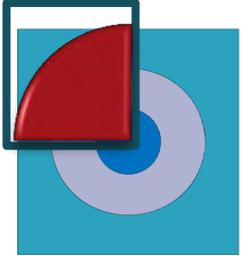
# Open Governance



## Open Governance – Quick Wins

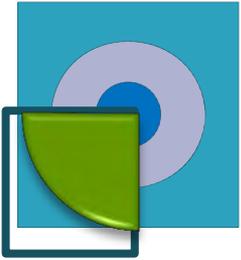


- Governance transformation strategy and work plan were developed in 2015.
- Outreach pilots with youth and business groups are already underway.
- Education programs have been developed and piloted with youth groups in 2015.
- Improvements to web streaming of Council activities are coming early in 2016.
- Governance related web site changes are underway and will be completed in early 2016.



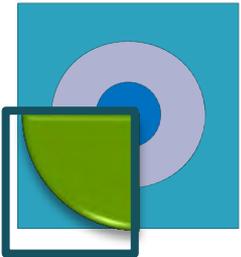
# Open Programs and Services

## Open Programs and Services – Desired outcomes



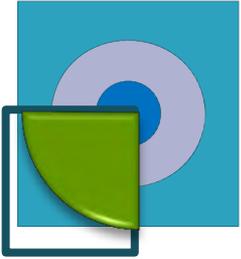
- A revised service delivery strategy that promotes a single point of contact, more self-service, and ensures on-going communication of progress until issues are resolved.
- Proactive and targeted communication on the impact and delivery of programs and services particular with respect to service changes and traffic and transit impacts.
- Collection and analysis of data for use by Departments in decision making and efficiency improvements.
- Simplified and easy to understand documents about City programs and services on the City web site with enhanced search capability.
- New tools and improvements to existing tools used to access to programs and services.
- City of Kingston mobile application(s).
- Published service standards and related performance measures, with the ability to track current service requests and service history.

# Open Programs and Services

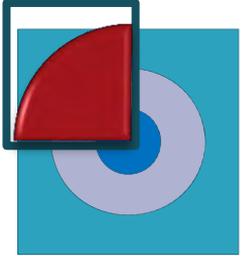


		2015	2016	2017	2018	Fund	Sustain
<p><b>Consultation and Engagement</b></p> <ul style="list-style-type: none"> <li>Council direction</li> <li>Citizen survey</li> </ul>							
<p><b>Integrated Planning</b></p> <ul style="list-style-type: none"> <li>Revised Client Service Strategy</li> <li>A new City-wide Information Management Strategy</li> <li>Related communication and change management plans</li> </ul>						▲	
<p><b>Policy Change</b></p> <ul style="list-style-type: none"> <li>Revised service delivery policies/bylaw adjustments</li> </ul>							
<p><b>Implementation and Action</b></p> <ul style="list-style-type: none"> <li>Client Relationship Management System for the call center</li> <li>Related web site changes</li> <li>City of Kingston Mobile Applications</li> <li>New tools and communication products.</li> <li>Data driven service improvements</li> </ul>						★	TBD
<p><b>Measurement and Assessment</b></p> <ul style="list-style-type: none"> <li>Follow-up surveys</li> <li>Reporting to Council</li> </ul>						▲	TBD

# Open Programs and Services – Quick Wins

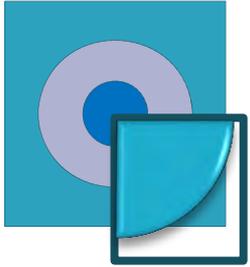


- A preliminary needs assessment has been completed for the Customer Relationship Management System.
- A new Client Service Strategy and an Information Management Plan will be developed early in 2016 to guide much of this work and govern the implementation of the CRM.
- Results of the community survey are already starting to influence planning and decision making.
- Improvements in web site content around programs and services will begin late in 2015.
- Some enhancements to related web based tools will be added to the web site in 2016.
- More published service standards and related performance measures will appear in 2016.



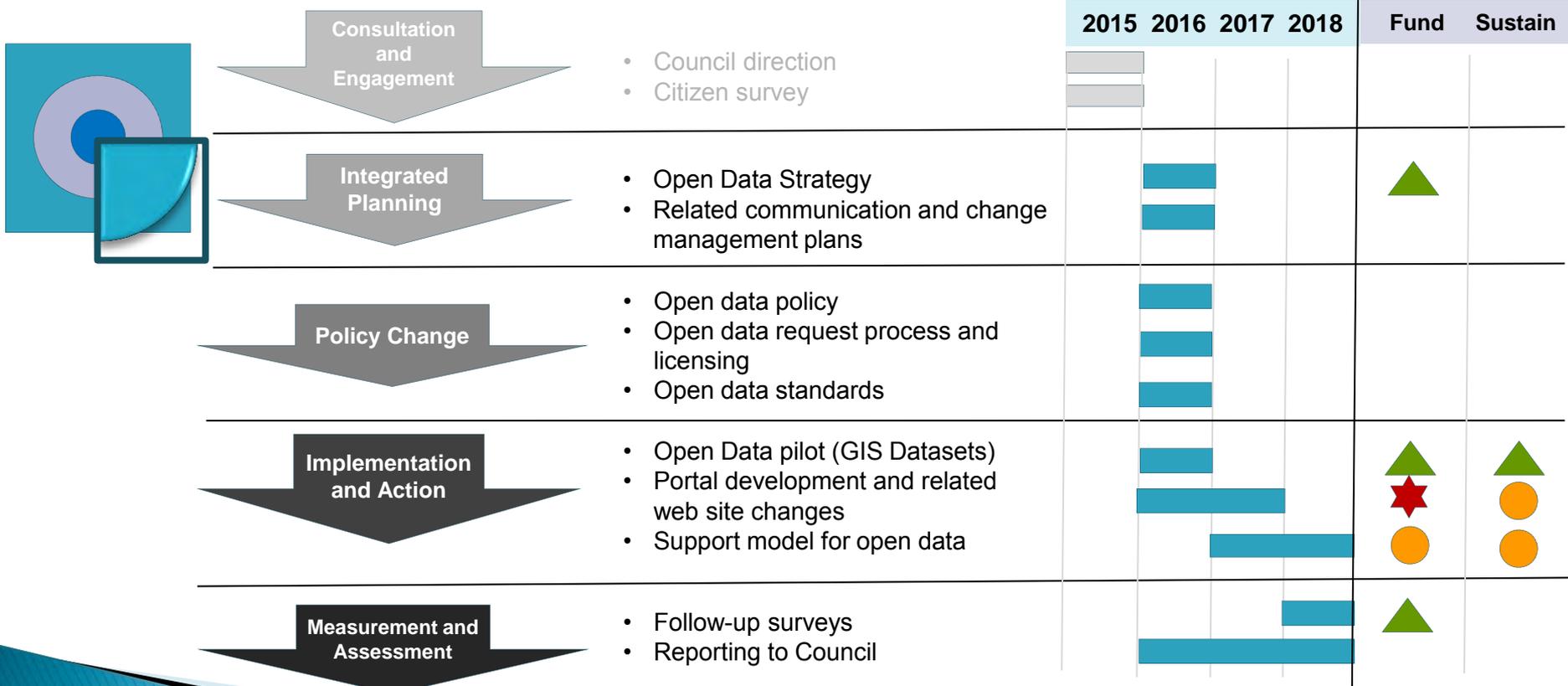
# Open Data

## Open Data – Desired outcomes

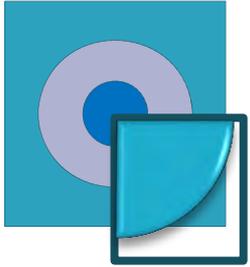


- A City of Kingston Open Data Strategy.
- An open data policy and data request process.
- Open data licensing terms and conditions.
- Self Service open data portal on the City Web Site.
- Support for Open Data requests.

# Open Data



## Open Data – Quick Wins



- An open data request process will be established early in 2016
- Open data licensing terms and conditions are already drafted.
- The self-service open data pilot (using GIS data sets) will be implemented in 2016.

## Challenges, issues and risks to be monitored and mitigated along the way.

- ▶ The scope of the work plan impacts all City departments making it challenging to manage as a program.
- ▶ The funding of plan elements must remain affordable in the current economic climate.
- ▶ Some plan elements require skill sets that are not currently available within the City.
- ▶ There will be on-going expenditures associated with supporting some changes after implementation.
- ▶ The speed of implementation will be limited by the ability of the organization to implement and absorb change over a relatively short period of time.
- ▶ There are numerous competing priorities, and day to day demands that could impact the progress of some plan elements.
- ▶ Managing internal/external expectations will require strong change management capability and effective communication strategies.

## Communication and change management approach

- ▶ We will employ the use of integrated communication and change management plans throughout the life of the plan.
- ▶ Ongoing leadership and guidance will be provided by the Open Government Steering Committee (CAO, City Clerk, Director Strategic Communications, Chief Information Officer) with regular reporting to CMT.
- ▶ Orientation, education/training and other supports for staff and the public will be developed as required.
- ▶ There will be regular progress reports presented to Council.
- ▶ Progress updates will be made available to the public, business and other stakeholder groups via the City web site.

## Next Steps

- ▶ Develop detailed costing and deliverable plans to be presented as part of the 2016 budget presentation.
- ▶ Commence development of a revised Customer Service Strategy.
- ▶ Commence development of a City wide Information Management Plan.
- ▶ Continue outreach and education programs.
- ▶ Commence planning work on web site changes.
- ▶ Design consultation pilots.
- ▶ Council update early in 2016.

## Questions

John Bolognone, City Clerk, 613-546-4291, Extension 1247.

Colleen Gareau, Director of Strategic Communications, 613-546-4291,  
Extension 1239.

David Johnston, Chief Information Officer, 613-546-4291, Extension 1333.