

Improving Engagement Implementation Plan

C2026-0633
Attachment 1

Implementation Plan						Strengthening Transparency in Engagement Report
Action Number	Action	Accountable	Deliverable Date	Progress	Reference: Engagement Process Map (C2026-0633- Attachment #2, slide 5)	Recommendation
1	Develop and implement stage gate to help identify engagement needs earlier • Identify opportunities in each business unit to include Engage Resource Unit in operational business planning	Engage Resource Unit	Q4 2026	In progress	Stage gate Reference #1 Service improvement Reference #4	1.2 - Implement a more structured approach to portfolio management for engagement 1.2.1 - Sequence engagements
2	Develop and implement stage gate ensuring approval of Engage Strategy and Director commitment to engagement scope, decisions open for feedback, how feedback will be used, and reporting requirements • Determine process workflow to gain Director's explicit acknowledgement of commitment for how feedback will be used and expectation for mandatory What We Did reporting	Engage Resource Unit	Q4 2026	In progress	Stage gate Reference #2	1.1 - Re-position the ERU to oversee engagement 1.2 - Implement a more structured approach to portfolio management for engagement 2.1 - Sequence engagements 2.2 - Implement stronger process controls to align tactics and follow-up with scope 2.2.1 - Update templates for alignment with decisions and promises 2.2.3 - Give ERU authority as stage gate 3.1 - Ensure engagements are based on specific decisions and promises
3	Develop and implement stage gate for mandatory What We Did reporting (WWD) • Determine workflow and resources required for tracking project to close out (when project decisions are made and What We Did can be reported) • Develop a Standard of Practice for proactive reporting back to community and update WWD report template for audience needs and consistency	Engage Resource Unit	Q4 2026	Not started	Stage gate Reference #3	1.1 - Re-position the ERU to oversee engagement 2.2 - Implement stronger process controls to align tactics and follow-up with scope 2.2.1 - Update templates for alignment with decisions and promises 2.2.2 - Standardize mandatory "What We Did" reporting 3.1 - Ensure engagements are based on specific decisions and promises
4	Develop and implement process to drive project sequencing, leadership oversight, allocation of resourcing, risk identification and needs • Map geography and timing of engagement projects across all departments to support early identification of alignment or conflict • Define workflow for how projects are sequenced and communicated • Define process and frequency for communicating project sequencing, resourcing, important considerations and concerns to ELT	Engage Resource Unit	Q4 2026	Not started	Service improvement Reference #4	1.1.1 - Develop a business plan and performance approach 1.2 - Implement a more structured approach to portfolio management for engagement 1.2.1 - Sequence engagements 1.2.2 - Quarterly dashboard to leadership 2.2 - Implement stronger process controls to align tactics and follow-up with scope 2.2.3 - Give ERU authority as stage gate
5	Establish clear levels of service for public engagement • Develop cost and time estimates for scopes of various impact and complexity to assist project teams in early planning • Develop service level guidelines for Council to support engagement direction • Develop guidelines for "typical" tactics used for various levels of engagement, defined by standards of practice (right scoping for project types and engagement levels/commitments)	Engage Resource Unit	Q1 2027	In progress	Service improvement Reference #5	2.2 - Implement stronger process controls to align tactics and follow-up with scope 2.2.3 - Give ERU authority as stage gate
6	Update Engage Framework and process templates • Ensure consistent application of process with clear articulation of engagement level, commitment for using feedback, project evaluation, and plans for completing and sharing What We Did report	Engage Resource Unit	Q1 2027	In progress	Service improvement Reference #6	2.2 - Implement stronger process controls to align tactics and follow-up with scope 2.2.1 - Update templates for alignment with decisions and promises

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7	Define Council's role in engagement - For projects where Council is the ultimate decision maker, ensure their role is clearly articulated as part of the engagement process and planning. - Establish effective workflows for communication between Administration and Council around upcoming engagements in alignment with existing protocols	Engage Resource Unit	Q1 2027	Not started	Service improvement Reference #7	3.2 - Clarify Council's role in setting and honoring promises 3.2.1 - Systematically involve Council in high-impact engagements 3.2.2 - Establish workflows for Council direction-setting and coordinated engagement planning
8	Develop reporting strategy - Identify the audience for reporting each Key Performance Indicator (KPI) - Identify and develop the mechanism and frequency for how each KPI is reported	Engage Resource Unit	Q2 2027	In progress	Service improvement Reference #8 and 9	1.2.2 - Quarterly dashboard to leadership 1.3 - Strengthen performance measurement for engagement as a whole 1.3.2 - Develop reporting approach
9	Develop Key Performance Indicators (KPIs) - Tie KPI's to Engage Standards of practice, Engage Policy statements, stage gates and project evaluation - Ensure KPIs reflect Experience, Time and Quality	Engage Resource Unit	Q2 2027	In progress	Service improvement Reference #9	1.3 - Strengthen performance measurement for engagement as a whole 1.3.1 - Define KPIs for engagement
10	Create and implement an internal and external education and communications plan to roll out changes, aligned with change management strategy - Create internal facing education material and training modules - Create external facing education campaign - Develop standards for engagement website for consistency	Communications	Q2 2027	Not started	n/a	1.1.2 - Create a change management strategy
11	Corporate project dashboard to report progress of improvements and KPIs - Develop dashboard mechanism - Determine workflow and frequency of updating dashboard	Engage Resource Unit	Q4 2027	Not started	Service improvement Reference #9	1.3 - Strengthen performance measurement for engagement as a whole 1.3.2 - Develop reporting approach
12	Engage Policy Updates Review and update Engage Policy as required by Council approved timelines	Engage Resource Unit	As required	Not started	Municipal Government Act	n/a