



MOCK CAPSTONE

Internal Campaign Report: The City of Kitchener

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About Us:

Agency name: Reyna PR Agency



Mission Statement:

- To be a counsel in your court and guide you to achieve your organization's dreams.

3 Values:

- Stray away from cookie-cutter stereotypes for campaigning
- Never falter from upholding the strongest ethical values in all our work
 - Be as transparent with our clients as a song

BRIEF BACKGROUND

The city of Kitchener works to provide services that are of value to the community. In addition, they hope to work with residents to have a vibrant, caring, and innovative community (City of Kitchener, 2022a, pg. 3). The company was founded in 1912 and employs between 1,000 to 5,000 workers (City of Kitchener, n.d., Section. About). As of 2019, they employed 2,208 people (Nielson, 2020, Para. 3). These employees work to improve the living of Kitchener's 256,885 residents, which includes 59,130 growing youths (Townfolio, 2023, Kitchener).

Step 1: Situational Analysis

Problem/Opportunity Statement:

“The City of Kitchener is committed to ensuring all staff are provided with access to training and the opportunity to deepen their understanding of equity, inclusion, and anti-racism issues” (Stevenson, 2023b, Para. 1). Specifically, there needs to be more awareness, acceptance, and action of participation in training and an understanding of youth mental health and equity (Stevenson, 2023b, Para. 2). They need an internal communications plan to aid in achieving their goals.

The City of Kitchener:

The City of Kitchener has a strong internal communications channel in place. They use an intranet and a newsletter to communicate with their staff. These channels ensure all staff are getting their information from the same place instead of searching around the massive number of platforms available. In addition, they don't clutter their spaces as their staff is already going through information overload. These communication channels allow them to find spaces for collaboration across departments and learn about each other. (Stevenson, 2023a, Online interview).

Information overload is a big issue for the City of Kitchener. The “staff manage and maintain 10 external websites and an intranet and cultivate engagements with more than 816,000 users on three social media platforms (Twitter, Facebook, and Instagram) and over 2,200 participants on Engage Kitchener” (City of Kitchener, 2022a, pg.35). This takes a lot of time and makes it difficult to take in more information. In an online interview, Trish Stevenson notes, “the bandwidth of time is very narrow, so it really has always been a struggle in the professional development department of how to navigate information overload” (2023a). In addition, they don't measure or track professional development which means they don't know if their staff is involved in programs. Furthermore, they don't know if employees are happy with the

development, where improvements could be made or what works. They're open to any suggestions we can give them (Stevenson, 2023a, Online interview).

Equity and Youth Mental Health AND The City of Kitchener:

The City of Kitchener does research on their staff to “help identify systemic barriers and disadvantages to access an opportunity for particular groups within the community, and to use a data-informed approach to implementing equity and diversity initiatives within the workplace (City of Kitchener, 2019, pg.2). They do this to understand who works for them and were lucky to have 80% of their staff participate (City of Kitchener, 2019, pg. 2). In addition, they offer many mental health resources in which some are tailored to youth. For example, they have Kids Help Line, LGBT Youthline, and Front Door (City of Kitchener, 2023a, Section. Mental Health Resources). Lastly, they “have staff that are specifically trained in mental health first aid” (Stevenson, 2023a, Online Interview). This means there's specific staff that understand some of the issues.

The biggest step the City of Kitchener has taken towards improving youth mental health was teaming up with graduate student, Briana Acosta, to conduct research of youth mental health. The research showed the negative effects the pandemic had on youth and the wellness of equity deserving youth. The research allowed them to accurately create recommendations to help the challenges youth are facing and create equitable access to services (City of Kitchener, 2022b, Para. 1-4).

The City of Kitchener has many strong spots, but they have areas for improvement. First, awareness of equity and youth mental health issues is only at 15% (Stevenson, 2023b, Para. 5). That means that 331 out of 2000+ employees are aware of the issue. Second, “they don't know specifically how equity impacts youth mental health ... it will be new information to staff unless they've done their own work around it” (Stevenson, 2023a, Online interview). This could become a problem as staff may be misinformed or may believe they know enough already so they don't need to learn more. Lastly, there was bad press surrounding a program called COPS, which was created to promote positive bonds between youth and police officers (Latif, 2020, Para.4). The program was criticized “for targeting black and brown youth in poor neighborhoods” (Latif, 2020, Para. 2). This is a problem as the bad media could influence beliefs of staff and the community of City of Kitchener initiatives.

Step 2: Organizational Analysis

Strengths	● Large number of staff ● Internal communication ● “a robust level of trust and willingness to participate in corporate initiatives brought to staff” (City of Kitchener, 2019, pg. 3) ● The staff want to be back in the office to mingle which makes it easier to hold events (Stevenson, 2023a, Online interview). ● Staff specifically trained in mental health first aid ● Continuously working to improve Kitchener ● Annual training and financial reimbursement of external courses ● 80% took the survey so many are willing to do extra ● Many resources available, such as intranet, newsletter, community feedback, etc. ● Made opportunities flexible to staff schedules and preferred methods of learning (City of Kitchener, 2023b, Section. Learning) The staff have done collaborations across departments in the past and enjoyed it. In addition, they continually look for areas to collaborate (Stevenson, 2023a, Online interview).
Weaknesses	● No measurements of past professional developments ● Information overload ● No incentive to take the optional internal professional development courses ● Low awareness of issue ○ ““They don't understand why we're doing this, don't know what the issue is and want to know what's in it for them” (Stevenson, 2023a, Online interview). ● Very narrow amount of time (Stevenson, 2023a, Online Interview). ● Past COPS program broke a lot of trust internally and showed a lack of education. There was a real hesitancy for conversation of the topic. (Stevenson, 2023a, Online Interview).
Opportunities	● Suggestions from 2022 research ● Different ways to offer courses ● Open to suggestions ● Develop a way to measure how effective work with these youth help with their mental health

Threats	● Staff researching equity and youth mental health themselves/misinformation ● Too many available platforms ● Old mindsets ● Other company trainings may appeal to them more ● Past program COPS had bad media surrounding it ● “EDI is a very broad topic and is overwhelming” (Stevenson, 2023a, Online interview). ● Other municipalities having better programs set up ● “Many jurisdictions have inequities in the accessibility and quality of mental health services” (Gardner & et al., 2020, Section. Background).
Reputation	● “Employees rate City of Kitchener 4.1 out of 5 stars based on 75 anonymous reviews” (Glassdoor, 2023, Section. People Also Ask about the City of Kitchener). ● “92% of employees would recommend working at the City of Kitchener to a friend” (Glassdoor, 2023, Section. People Also Ask about the City of Kitchener). ● “73% of employees think the City of Kitchener has a positive business outlook” (Glassdoor, 2023, Section. People Also Ask about the City of Kitchener). The following has been collected from Glassdoor: (Glassdoor, 2022, Section. Employee Reviews) ● Pros of working for City of Kitchener: ○ “Excellent leadership and continuous learning” ○ “Very collaborative team culture. Meaningful work”. ○ “Great team and collaborative environment - opportunities for growth and internal promotions” ○ “Developed transferable skills - good field to enter and start your career as a student” ● Cons of working for City of Kitchener: ○ Not flexible. Toxic environment. ○ “Catty work environment-co-workers not supportive, or open to training you as a new person” ○ Mentions of workplace harassment, sexual harassment and unsafe work. ● Advice for Management: ○ “Be open minded to alternative ideas and change”

Step 3: Public Analysis

LISTING OF PUBLICS

<i>Customers</i> ● Current staff ● Future staff ● Volunteers	<i>Limiters</i> ● Media ● Other trainings ● Former employees ● Social Media (spread misinformation)
<i>Enablers</i> ● City of Kitchener ● Government of Canada ● Mental Health Commission of Canada ● Mental Health & Equity Activists	<i>Producers</i> ● City of Kitchener professional development management ● Competitors (other municipalities)

Key Public:

The key public for this campaign is City of Kitchener staff. This public is 50% 30–54-year-olds, in the prime of their career, and 24% 18–29-year-olds, beginning their careers (City of Kitchener, 2019, Pg. 6). Although there is staff in other age ranges these are the most prominent and therefore, we will base our campaign on 20–54-year-olds. This means our target audience are Generation Z (11-26), Millennials (27-42), Generation X (43-58).

Those who work at the City of Kitchener are “community minded and community focused individuals” (Stevenson, 2023a, Online interview). They work to improve our community through initiatives, programs, policies, etc. However, they regularly deal with information overload which can make it difficult to focus on their own professional development. The staff at City of Kitchener are approximately 0.8% of the city’s population.

SCOPD

Situation: what this public wants, interests, needs, and expectations are in relation to the issue/organization.

Our public is “interested in learning and interested in being better for the community” (Stevenson, 2023a, Online interview). This encourages the creation of professional development courses within the organization and creates the expectation that they will be available. In addition, as staff want to continue learning there’s a need for open communication of what is being offered and created so they can participate.

The staff expect you to be open and honest with them and address issues within the community so they can be aware of them, and they can begin learning. In addition, they want you to listen to suggestions to better the community, improve development courses and improve internal understanding.

Communication: the media or communication channels this public uses.

This public uses the organization's internal communication channels to learn about what's going on across the various departments. These channels include their intranet and newsletter. In addition, they use various external communication channels and media. First, Generation X “appreciate flexible and informal communication, making them comfortable using various channels of communication...They prefer being contacted only during office hours” (Bojic, 2022, Section. Preferred way of communication for Gen X). The best way to reach them is by emailing them as they're constantly using it. In addition, they're on Facebook and Twitter (Lister, 2022, Para. 21-23). Second, Millennials “appreciate communication that facilitates team collaboration and teamwork” (Bojic, 2022, Section. Preferred way of communication for Millennials). The best way to reach them is through technology. They're always accessing their phone, so texts, emails and social media are great places to reach them (Bojic, 2022, Section. Preferred way of communication for Millennials). Lastly, communication with Generation Z “should be as transparent as possible” (Bojic, 2022, Section. Preferred way of communication for Gen Z). They've grown up with technology and prefer the use of it in all aspects of their life. They're familiar with video, voice and text communication which means texting them, calling them, having a zoom meeting or using social media are your best ways of communicating with them (Bojic, 2022, Section. Preferred way of communication for Gen Z).

Organization: the visibility and reputation of the organization with this public.

The City of Kitchener is very visible to this public. This public works for them and therefore has a deeper understanding of the processes of the organization. Employees of the company give it high ratings in various sections, such as culture & values, diversity & inclusion, work/life balance, etc. (Glassdoor, 2023, Section. City of Kitchener Rating and Trends).

Personality Preferences: the psychological and temperamental preference of this public.

Each generation has different views, values, skills, etc. It's important to understand how each one thinks to accurately target them.

Gen X:

This generation is “now juggling childcare, homeownership, and reaching the peak of their careers ... and working a lot” (Lister, 2022, Para. 20-21). As goal setters and high achievers, it's no surprise they have strong time management skills and strong critical thinking (Indeed Editorial Team, 2021, Para. 16-22). They are very loyal and will buy sustainable products over going with the trends (Lister, 2022, Para. 21-24). Lastly, they're comfortable with technology and learning new features/software's (Indeed Editorial Team, 2022, Para. 11).

In a work setting they value their independence, paid time off, and flexible work hours (Indeed Editorial Team, 2022, Para. 16-21). To further their learning, they “used post-secondary to advance their careers... and value professional development and often willingly take part in additional training opportunities” (Indeed Editorial Team, 2022, Para. 13-15). In addition, they “like having clear objectives, goals and accountability... and are comfortable asking questions to gain clarity and produce quality work (Indeed Editorial Team, 2022, Para. 15-16).

Millennials:

This generation is “the largest generation of entrepreneurs. They are notoriously soft-hearted and soft-shelled, valuing social issues far ahead of economics” (Lister, 2022, Para. 28). However, many of them won’t make decisions without consulting someone (Lister, 2022, Para. 31). They’re comfortable with technology and are users of various social media sites which allows them to connect with people and create friendships (Indeed Editorial Team, 2021a, Para. 7-10). They pay attention to what’s happening in the world around them and are open-minded to the changes our world needs to make. Lastly, they’re very curious and are continuously looking to learn and develop their skills (Indeed Editorial Team, 2021a, Para. 13-16).

In a work setting “they’re confident, collaborative and results oriented. Full of ideas and innovation, millennials often enjoy working in teams to achieve their objective” (Indeed Editorial Team, 2022, Para. 8). In addition, they enjoy recognition and continuously ask for advice to strengthen their work ethic (Indeed Editorial Team, 2021a, Para.5). It’s important to this generation to have a healthy work/life balance. They want to be able to enjoy their lives and look for workplaces that will be flexible (Indeed Editorial Team, 2021a, Para. 11-12). They want to enjoy work and would take a lower paying job they enjoyed over a high paying job they disliked (Lister, 2022, Para. 28).

Gen Z:

This generation is “competitive, independent, and tech-savvy... and usually enjoy working on their own (Indeed Editorial Team, 2022, Para. 9). As they’re a younger age group they put strong importance on their academic success and possible jobs. In addition, they have the highest social media presence which could come from their need for technology. They’re open to change and want to grow with the world (Indeed Editorial Team, 2021b, Para. 3-12).

In work settings they “prefer to work alone on their tasks as much as possible, demonstrating their talents and abilities to their employers” (Indeed Editorial Team, 2021b, Para. 6). However, they can work in teams when needed but prefer meaningful interactions with respect over forced ones. This could partially be from their respect for and need for diversity. Lastly, they thrive in environments that are open to helping people succeed as they want to be heard and have questions answered (Indeed Editorial Team, 2021b, Para. 8-11).

Demographics: traits such as- age, income, gender, and socioeconomic status of this public.

Our public is aged 18-54 and work for the City of Kitchener. They’re “42% female and 58% male... 0.5% identified as gender non-conforming” (City of Kitchener, 2019, Pg. 10). In addition, “90% of City of Kitchener staff respondents identified as White, and 9% identified as a member of a racialized group: ... 10% of City of Kitchener staff respondents reported to be born outside of Canada” (City of Kitchener, 2019, Pg. 8-9). All the staff speaks English but 12% speak an additional language (City of Kitchener, 2019, Pg. 6). Lastly, the salary average is around \$72,119-\$78,086 per year (Glassdoor, 2022, Section. Salaries).

Staff were asked about “the prevalence of chronic conditions and/or disabilities that City of Kitchener staff are affected by, 64% of respondents chose “none.” For those who did disclose that they are affected by one or more of the conditions listed, the most frequent response was

“mental health condition” (9% of responses), followed by “chronic illness/medical condition,” (6% of responses)” (City of Kitchener, 2019, pg.12).

Step 4: Goals & Objectives

Goals

1. Educate the staff on matters of youth mental health and equity.
2. Train staff on how to better serve the community in youth mental health and equity issues.
3. Bring improvement to staff attitudes and behaviours towards this issue.

Objectives

- To have an effect on awareness, specifically, to increase awareness and knowledge of professional development opportunities surrounding youth mental health and equity by City of Kitchener staff as measured by a 75% increase in intranet measurements by June 30, 2023.
- To have an effect on acceptance, specifically, to increase acceptance of youth mental health and equity opportunities by City of Kitchener staff as measured by a 60% increase in communication engagements by June 30, 2023.
- To have an effect on action, specifically, to increase participation in the training available for professional growth on youth mental health and equity issues by City of Kitchener staff as measured by 55% of staff signing up by August 31, 2023.

Step 5: Strategic Approach

This campaign will be taking a proactive strategic approach, focusing on action strategies, more specifically organizational performance and audience engagement. The City of Kitchener has been wanting to work towards improving their staff's knowledge and training in youth mental health and the connection that equity has on it. In 2021, the city created an equity, anti-racism, and indigenous initiatives team which “is committed to supporting and empowering leaders and staff across the organization to do equity, anti-racism and Indigenous reconciliation work.” (City of Kitchener, 2022a, pg.36). This team has advanced plenty of initiatives and is continuing to work towards change within the organization and community support. “The long-term goal for the team is to help build an anti-racist, anti-oppressive, equitable and just corporation ... through challenging and disrupting inequitable systems, the team’s work is focused on dismantling systemic barriers that have been created by unfair processes, which lead to reshaping policies, procedures and practices to ensure fair access and opportunities for all” (City of Kitchener, 2022a, pg.36).

While the implementation of the equity, anti-racism, and indigenous initiatives is a step in the right direction, the city only has 15% awareness of the issues that youth face regarding mental health and equity. The staff don’t know how they are connected unless they previously did their own research, the first part of the proactive approach is organizational performance. Organizational performance is the heart of a strategic plan, it shows the action behind the words of the organization. This will be shown through the training programs that will be created; they must match the pledge that the city created to improve the training of its staff. Putting focus on

the training programs will provide the best information to the staff that need it, making their interactions with youth affected by these issues better. Therefore, improving the overall experience these youth have with city staff, which is what is most important.

Another proactive approach would be audience engagement, the audience is the most important part of the campaign, they are the people we are intending to reach. Falling in this category would be audience participation which would directly connect to the activities we are creating to get the staff involved in what the overall goal of the campaign is. Having them participate in the training is the main action objective, the goal of the campaign is to make sure they have the training needed. Another portion of this is audience feedback; getting the feedback of the staff and how they feel the training could be improved is important. Having a feedback card or survey after training can lend to fixing the holes in what the staff feels is missing and allows them to be more involved in the process of implementing proper and ethical training. The city already has an intranet where the staff can communicate, but the bandwidth of information is too much and there is an overload on the staff. Having an easily accessed training program that is laid out to be navigated efficiently will allow for the staff to not be overwhelmed when digesting this newfound information. There is also no measurement of personal development or any way to know how the staff feels, having the feedback option will help to fix this issue the city has been facing.

CSR or Corporate Social Responsibility is when a company contributes to the betterment of society. Thus, for this campaign the CSR would be making sure that the city is doing everything it can to better the lives of youth in the community with mental health issues related to equity problems. This campaign will be internal, and the main target audience is the city of Kitchener staff who are directly impacting the lives of these youth. The main goal is to ultimately better their lives in the community. Our public is “interested in learning and interested in being better for the community” (Stevenson, 2023a, Online interview). Our target audience is wanting to be a part of an organization that is making a positive change in the community, there is already a demand for the city to have a CSR. Part of CSR would be the city of Kitchener doing strategic philanthropy, the target audience want to be involved with an organization that gives back in some way, the city would partner with a mental health organization and donate money back to that organization. By doing this, they are ultimately achieving CSR by contributing to a place that will help the youth directly in society, and they are also helping their organizational performance by more action behind their words.

The target audience is who the organization is needing to work with to achieve their main goal. In order to do that a form of adaptability that the city already does must be upheld. Continuing to work around the schedules of the staff to find times that best suit them for the training is something the organization can continue to uphold because they know how important work/life balance is to their staff.

Finally, the city of Kitchener already worked briefly with Briana Acosta in 2022 to gather research about youth mental health and how the strenuous years of the pandemic affected them. This would have been a partnership, something that helped to provide them with beneficial information. Working with a mental health organization while implementing these training programs will help to aid in the success of them. The partnership will help to provide credibility to the information they are providing their staff and create a strong bond with the mental health community which will help in the trust of the community. For our messaging strategy, in order to

gain an external perspective of youth mental health, partnering with an influencer will speak to a large portion of our target demographic who have extensive social media and technology experience.

Step 6: Message Strategy

Key message:

As people who work for an organization that values inclusivity and equity, the City of Kitchener staff has opportunities to understand and learn more about youth mental health and equity in the community.

A) Message source

The spokespersons will be the chief administrative officer and an international speaker. They will be in the best position to influence because of their knowledge, their titles, and their experiences. The staff may not be comfortable with an external spokesperson. We understand the concerns of the client. In our perception, we can have a personality who is an expert with a lot of influence on social media platforms. Considering that the demographic we are focusing on is comfortable with technology, we can arrange for virtual communication with an international personality. One such person will be Brené Brown. She is a storyteller, writer, and professor who has been studying courage, vulnerability, shame, and empathy. The staff will learn to put themselves in the shoes of those who have been on the wrong end of mental health and equity. When only insiders speak, they do not get the same attention as outsiders. That is one of the reasons why we want to consider one person from the outside. We will do the best we can to keep the virtual meetings as discrete as we can. We will not allow recordings or photos during the presentation.

B) Message appeal

For this campaign we will take an emotional approach as the spokespersons will be communicating with city staff to raise awareness. Our research has shown that “those with legitimate power may not only create changes in the behavior of others but also have the power to create and change the social norms of the group” (Jhangiani, & Tarry, 2022, Obedience, Power, and Leadership section, para. 24-25). This is why we will also take a credible and authoritative approach by ensuring that our spokespersons are leaders in their position and in their fields of work. These appeals will draw the attention of staff to the fact that mental health and equity are issues that need to be better understood. The City of Kitchener has always been intentional about upholding its equity, anti-racism, and inclusion policy. This will be another way to intentionally sustain the policy with concrete and practical tools.

C) Verbal Communication

- Youth mental health matters. Equity matters. (slogan)
- Short department meetings in the morning of approximately 15 minutes to highlight an opportunity to learn more about mental health and equity matters. This can be done one day a week (Wednesdays) to avoid information overload which would leave the staff

feeling pressured. These meetings will be mandatory to make certain that the campaign does not have a partial effect as in previous situations.

- Employee newsletters will be internal with clear information on the issues we want to raise awareness about and the opportunities available. Fun facts or short stories related to mental health and equity can be included.
- Intranet: This will ensure all the communication related to the campaign remains internal. A digital copy of the newsletter mentioned above will also be available. Furthermore, emails related to the campaign will be sent within work hours 2 days a week (Mondays and Fridays). If emails are sent too frequently, it will desensitize the staff to the message and render it unimportant to the point that they ignore it.

D)Nonverbal Communication Element

- The green ribbon is the international symbol of mental health awareness. These are worn to show care for mental or in memory of a loved one who struggled with mental illness (Mental Health Foundation, n.d., para. 1).
- Pictures/drawings representing equity.
- Timing: we plan to keep our messaging within work hours and have picked specific days that certain strategies will be used on,
- Reiteration: we plan to reiterate our message so that we don't stray from our goals and objectives. In addition, we'll be posting certain content on the same days throughout the week.

Step 7: Tactics

In order to reach the defined goals and objectives that were created in this campaign for The City of Kitchener, interpersonal communication and owned media will be used. The city will continue to communicate through their personal intranet and newsletter to reach their staff about the campaign. In addition, there will be a training event held to effectively utilize interpersonal communication for the campaign.

Interpersonal Communication:

Inside their mind: Training Program by The City of Kitchener

Interpersonal communication is the ideal persuasive and engaging tactic for gaining attention from the public you are trying to reach. This tactic is best for an organization that wants to control the message being spread, but the overall feedback and response from the public cannot be controlled. The budget for the event can be quite cost effective, depending on the event being held, this will help the city because their overall budget is only \$1500. This communication tactic is the most effective at achieving acceptance objectives which can be the hardest objective to fulfill. The city staff is already wanting to learn more about the connection between youth mental health issues and equity problems they face. Interpersonal communication is most effective with a public that is information-seeking, the city's staff have already expressed interest in wanting to learn more to better their interactions with the youth they have connections with. With research, our team has learned that the staff is interested in being better for the community.

This training event is what the staff is wanting to better their knowledge. The training events and programs would be held during work hours since the demographics of the public show they value having a work/life balance. This means they want their schedules worked around in order to maintain that healthy balance. The training being held during regular work hours will entice more of the staff to participate because it isn't extra time outside of the framed worked hours that they would need to dedicate to this. This is an easier process for the staff. This event will require planned out material about youth mental health and the equity issues they face. Either a senior staff member will have to research this information, or a third-party expert will have to be brought in. The chief of staff and occasional guest or external speakers will be brought in to back up the information given making it more credible. It will also require a sign in log to help track the progress of the action objective, implementing measurement tools will help to reach a goal of the city's professional development team. This event will also require feedback surveys created and printed out for the staff to fill out as part of the audience feedback strategy.

Along with the training sessions happening throughout the six-month span of the campaign, there will be regularly occurring staff meetings at the beginning of workdays, to accommodate the work/life balance the staff values. These will be mandatory, but brief, only 15 minutes on Wednesday mornings so it breaks up their week's workload and provides weekly refreshers about the campaign.

Owned Media: Digital Media

Intranet

The city already has a program created, their intranet, where the staff can interact with each other and receive information from their higher management and professional development team. In an interview with Stevenson, it came out that there is a major bandwidth of information that is being given to them. They cannot navigate all this information given to them because of the sheer amount of it. The "staff manage and maintain 10 external websites and an intranet and cultivate engagements with more than 816,000 users on three social media platforms (Twitter, Facebook and Instagram) and over 2,200 participants on Engage Kitchener" (City of Kitchener, 2022a, pg.35). The professional development team mentioned in an online consultation that "I want strategic, so that my internal staff understand we mean what we say. We want to get them excited about this, and we want them to understand what's in it for them to learn this" (Stevenson, 2023a, Online Interview). Our main goal for utilizing the intranet would be to provide the information of the training sessions, the posts would have to be easily digestible for the staff because of their "information overload" they're currently experiencing with the multitude of sites and platforms they are regularly using. Creating organic and owned media posts that are engaging for the staff will help to differentiate them from the normal run of the mill information given to them. The posts will have stories of mental health and quick fact information. This will be where the digital version of the newsletter that is created would be shared for the staff to see. This platform is the main way to inform the staff about the training sessions. The public we are reaching are tech savvy and prefer technology to gain their information.

Email

Our demographic is a wide age range, 20–54-year-olds, where they are tech savvy having a universal platform that is easily used by the multiple different generations. In our research of the three distinct generations represented in our key public, Gen X and Millennials prefer office hour communication that is flexible, and email was a common platform. Gen Z is extremely comfortable with technology and have no issue with using any platform. This makes deciding to use email to promote the training sessions easier. The intranet would be the fastest way of communicating with multiple groups of people. Email will be sent directly to these individuals with the information they need for the training sessions. The invite will make it easy for them to accept or decline the training sessions. This makes it easy for the public to utilize which they will appreciate because they don't want an information overload. It is an easy process for the staff to follow and allows them to become aware of the events. Along with the email, an e-invite will be sent for them to respond to. This will help us with tracking who is intending on participating in the training and will help us with our measuring tools.

Newsletter

The newsletter will be provided digitally on the cities already established Intranet; it will also be available in common areas that are seen by the staff throughout the day. Having physical, tangible resources for them to see every day as reminders can reinforce the idea of the campaign in a way that is right in front of their face every day.

Physical Objects

Ribbons

The ribbons will be green to represent mental health awareness. They will be handed out at each monthly training session for the staff to wear as reminders of the knowledge they are gaining and why they are learning this. This will come with a business card that explains the purpose of the ribbon to ensure the staff knows why it is so important to wear them.

Step 8: Budget & Schedule

Budget:

What we have: Intranet, Newsletter, Email, Metrics, training platforms, Paper, Printer, Ink

What we need:

Item:	Reason:	Cost of Use:	Total Cost:
Social Media Figure	To be a spokesperson for the campaign and speak at the training	\$1,000	\$1,000
Green Ribbons	To be given to employees with an explanation card of what they stand for	\$33.29/200 \$366.19/2200	\$366.19

Business Cards	Will create business cards as the explanation cards for the ribbon. Small and cost effective.	\$100/2000 \$32/200	\$132
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Total Budget: \$1,500

Total Cost: \$1,498.19

Schedule:

March:

- Send out the first newsletter on the Intranet, this will be a monthly newsletter that outlines what the new training opportunities will be for the staff under the *Inside their mind* training program.
- Every Monday and Friday of the month there will be an email sent out to remind the staff of the training program available, along with the e-invite for them to either accept to deny these invites.
- The green ribbons and business cards will be handed out at the first training session to show off their support towards mental health awareness.
- Surveys shared after training sessions and collected from the staff who attended to be able to see what staff is feeling about the training and get their initial feedback.
- Introduction of spokespeople.
- Use analytical tools at the end of the month to measure progress.

April:

- Send out the monthly newsletter on the Intranet and put up the print version to showcase what the next training session will be about.
- Every Monday and Friday of the month there will be an email sent out to remind the staff of the training program available, along with the e-invite for them to either accept to deny these invites.
- Continue to refresh the Intranet content to engage the staff in the training.
- Surveys shared after training sessions and collected from the staff who attended to be able to see what staff is feeling about the training and get their initial feedback.
- The green ribbons and business cards will be handed out at the first training session to show off their support towards mental health awareness.
- Use analytical tools at the end of the month to measure progress.

May:

- Send out the monthly newsletter on the Intranet and put up the print version to showcase what the next training session will be about.
- Continue to refresh the Intranet content to engage the staff in the training.
- Every Monday and Friday of the month there will be an email sent out to remind the staff of the training program available, along with the e-invite for them to either accept to deny these invites.

- The green ribbons and business cards will be handed out at the first training session to show off their support towards mental health awareness.
- Use analytical tools at the end of the month to measure progress.
- Surveys shared after training sessions and collected from the staff who attended to be able to see what staff is feeling about the training and get their initial feedback.
- Use analytical tools at the end of the month to measure progress.

June:

- Send out the monthly newsletter on the Intranet and put up the print version to showcase what the next training session will be about.
- Continue to refresh the Intranet content to engage the staff in the training.
- Every Monday and Friday of the month there will be an email sent out to remind the staff of the training program available, along with the e-invite for them to either accept to deny these invites.
- The green ribbons and business cards will be handed out at the first training session to show off their support towards mental health awareness.
- End of awareness and acceptance objectives.
- Surveys shared with staff and collected to measure metrics.
- Use analytical tools at the end of the month to measure progress

July:

- Send out the monthly newsletter on the Intranet and put up the print version to showcase what the next training session will be about.
- Continue to refresh the Intranet content to engage the staff in the training.
- Every Monday and Friday of the month there will be an email sent out to remind the staff of the training program available, along with the e-invite for them to either accept to deny these invites.
- The green ribbons and business cards will be handed out at the first training session to show off their support towards mental health awareness.
- Surveys shared with staff and collected to measure metrics.
- Focus shifts to action objective.
- Use analytical tools at the end of the month to measure progress.

August:

- Last month of the campaign, final push!
- Every Monday and Friday of the month there will be an email sent out to remind the staff of the training program available, along with the e-invite for them to either accept to deny these invites.
- At the end of the month gather numbers to evaluate participation in opportunities.
- Gather all evaluation information and create report.

Step 9: Evaluation

Awareness Objective:

To evaluate the success of our awareness objective we will take a progressive approach and a summative approach. Our progressive approach will include using analytic tools that are available through the company's intranet. This will allow us to see how many people have seen our communication of the program. In addition, it will allow us to see what's working and where we need to improve. Our summative approach will include a survey that is administered to all staff. The survey will allow us to determine how many staff are aware of youth mental health and equity opportunities at the end of our campaign and if we've reached our goal. Furthermore, it may bring awareness or interest to those who have not noticed our efforts.

Acceptance Objective:

To evaluate the success of our acceptance objective we will take a progressive approach and a summative approach. Our progressive approach will include using analytical tools to measure how many people have clicked on links to get further information or have spent time considering our communication efforts. In addition, it will allow us to know where we need to further push our efforts or where has been working well. Our summative approach will be paired with our awareness survey in order to save staffs time and ours. As they have a narrow amount of time due to their workloads, we want to ensure that we aren't adding too much to them. It may deter them from accepting our programs if we push too much. The survey will allow us to determine how many are accepting of this issue and the opportunities surrounding it.

Action Objective:

To evaluate the success of our action objective we will take a progressive approach and a summative approach. Our progressive approach will include using analytical tools to measure how many have clicked to the opportunity pages, the sign-up section but didn't sign up and those who signed up. This will allow us to keep track of how many people we are able to influence and if there's a need for stronger communication tactics. Our summative approach will include measuring how many people acted and signed up for the learning opportunities. By measuring this we'll be able to determine if we were successful in our goal and how successful our campaign was so the City of Kitchener can see what worked for future campaigns.

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