



**CITY OF KINGSTON**  
**REPORT TO COUNCIL**

**Report No.: 03-251**

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**TO:** Mayor Turner and Members of City Council  
**FROM:** Bert Meunier, Chief Administrative Officer  
**PREPARED BY:** Sheila Hickey, Director Strategic Initiatives & Communications  
**DATE OF MEETING:** 2003-10-14  
**SUBJECT:** Review of Services

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**RECOMMENDATION TO COMMITTEE OF THE WHOLE:**

**That the Committee of the Whole recommends that Council approach its Review of Services as follows:**

- 1. Adopt a two-phased approach, as defined in the body of this report, and incorporate the Review of Services into the existing "Excellence" initiative.**
- 2. Clearly define the project purpose and the desired outcomes and communicate this information broadly.**
- 3. Delay initiating the Review until January 2004.**
- 4. Invite members of staff to sit on the Task Force.**

**ORIGIN/PURPOSE:**

The purpose of this report is to provide background material to Council, related to the motion to conduct a review of services and to provide information in draft format to assist the pending Task Force in preparing recommendations to the Committee of the Whole.

**BACKGROUND:**

At the April 15, 2003 meeting, City Council approved a resolution to conduct a "Review of Services" to address the operating and capital budget challenges that have been ongoing since 1998. The Council motion acknowledges a 2001 Report on Municipal Competitiveness issued by Bruzzese, Minshull & Associates Inc. which states that, "While the City of Kingston ranked low-mid in terms of residential relative tax burden, the average household incomes are below the average of the survey, resulting in a ranking of high on the taxes as a percentage of income."

Therefore Council decided to undertake, in consultation with the public, a review of the services offered to its residents. Council intends to establish a joint task force composed of Council and staff to undertake this review of services, led by the Mayor and the Chief Administrative Officer, with an initial mandate to prepare a report to the Committee of the Whole which would:

- Identify best practices for this review;
- Suggest an approach and a work plan that would involve the public in a meaningful discussion of the issues and the desired outcomes and provide for the participation of all members of staff;
- Define the scope and the mandate of the task force;
- Establish the desired outcomes and a timetable;
- Complete a project description that would identify resource requirements and the impact on existing project priorities.

## **OPTIONS/DISCUSSION:**

### **Best Practices:**

The need to find long-term sustainable solutions to ongoing budget challenges is not unique to Kingston. Finding an appropriate balance of revenue sources to meet the growing demands on local government is a global problem. As part of the 2003 budget presentation, the Chief Administrative Officer explained to Council that to achieve long-term, sustainable solutions, we will need to develop and implement many strategies. Suggested approaches for Kingston include developing autonomous new revenue sources, growing new assessment, pursuing grants for capital infrastructure, reviewing user fees and conducting a review of our services.

Many municipalities have embarked upon, or are exploring the notion of conducting a Core Service Review. Unfortunately, Core Service Review has been often discussed and undertaken, but frequently misunderstood and tagged to a wide variety of processes.

Municipalities have attempted to use a Core Service Review process to determine “what” services local government should provide based on the premise that government should not be providing many of the services or programs it currently does. To date, there has been no clear answer to this question. Many municipalities have expanded or changed the intent of their Core Service Review to address not only the “what” question, but the broader initiative of “how” municipal services should be provided. As a result, Core Service Reviews have earned a bad reputation because the process ultimately takes much longer to execute than intended and fails to achieve the objective of confirming what services the municipalities should be delivering. Perhaps the most devastating result is the negative impact Core Service Reviews have on municipal staff. Any attempt to identify services that can be discontinued has become synonymous with “Privatization” which translates into job loss and is seldom supported by the employees.

Because of the varying success of these endeavours, there are no best practice solutions available upon which to complete this work. However, there are various theories and proven business solutions, based upon the principles of strategic management and reform that, if applied as part of a planned approach, will assist Council to achieve its objectives.

### **Other Concepts:**

The most popular resource for public sector reform is the 1993 publication, “Reinventing Government”. Authors David Osborne and Ted Gaebler paint a vision for a new way of conducting the public’s business. This book describes the characteristics of entrepreneurial governments--how they act and what

they do. The following excerpt from their book explains why traditional efforts to resolve financial crises will not work in today's world.

Most leaders tell us that there are only two ways out of our repeated public crises: we can raise taxes, or we can cut spending. For almost two decades we have asked for a third choice. We do not want less education, fewer roads, less health care. We want better education, better roads, and better health care, for the same tax dollar. Most leaders assume that the only way to cut spending is to eliminate programs, agencies and employees. But waste in government does not come tied up in neat packages. It is marbled throughout our bureaucracies. It is embedded in the very way we do business. It is people working on tasks that aren't worth doing, following regulations that should never have been written, filling out forms that should never have been printed. Waste in government can be staggering, but we cannot get at it by wading through budgets and cutting line items. As one observer put it, our governments are like fat people who must lose weight. They need to eat less and exercise more; instead, when money is tight they cut off a few fingers and toes." (Reinventing Government- 1993)

In 1998 David Osborne co-authored a second publication titled, "Banishing Bureaucracy – The Five Strategies for Reinventing Government". According to these bestselling publications, the issue facing all levels of government should not simply focus on what they do but how they operate.

Reinvention is defined as, "The fundamental transformation of public systems and organizations to create dramatic increases in their effectiveness, efficiency, adaptability, and capacity to innovate. Reinvention is not about reorganization, cutting waste, fraud and abuse. It is not about efficiency reviews that generate a list of one-time changes to save money. Perhaps most important, it is not synonymous with downsizing government. It is about creating public organizations that constantly look for ways to become more efficient. It is not about weeding the garden; it is about creating a regimen that keeps the garden free of weeds." ("Banishing Bureaucracy"-1998)

Since the 1998 amalgamation, the City has made many service-related enhancements. For example, over the past 3 years the City has been surveying citizens to determine their perception of quality of the more prominent services and programs. The results have been favourable in almost every area, particularly when contrasted to a corresponding importance rating. In addition to service quality ratings, Rideaucrest Home and Ontario Works have been recognized for achieving and exceeding provincial standards; improvements have been made in terms of access and the City's bond rating was upgraded to A+ as a result of sound fiscal practices. These efforts generally deal with our effectiveness or how well we serve our citizens. We have made efficiency improvements as well over the past few years; however these are much harder to quantify. Our search for a program that would enable us to measure and monitor our progress is what led us to the National Quality Institute (NQI).

The City's Excellence initiative is based upon the NQI framework which reinforces the "Banishing Bureaucracy" definition of reinvention (refer to **Appendix "A"** for a comparison of strategies). In the 2002 Organizational Assessment, the City was credited for having improved its focus on Citizens and Clients. The report notes that the corporation has improved communications to the public; provides service training for staff; and has employees that understand their purpose is to serve the public. Despite the many improvements that have been made, we scored a mere 76 out of 1000 points on the NQI scale. The scoring system forces an organization to demonstrate and prove both a systematic approach that is deployed across the organization based on a continuous cycle of improvement. This means an

organization must not only do the right things, it must do them systematically over a period of time to ensure sustainability. This is simply a less flowery way of expressing the “Banishing Bureaucracy” definition of creating a regimen to ensure a weed-free garden.

Reinvention is still a work in progress and while there is no one-size-fits-all solution it is clear that to be successful, we need to develop a strategic, planned approach to change. Further, our approach must be charted from where we stand today. Reinvention is not an A-Z process where every organization begins at a standard start line. We need to first understand the components of change or the big picture then assess where we are as an organization. Finally we can then choose from a variety of management tools to achieve sustainable change.

In the past we have attempted to implement strategies such as business planning, the comprehensive service review, service excellence, business case development and analysis, and public/private partnerships to name a few. All of these strategies resulted in minimal if any positive change. Some failed because we did not have the organizational culture needed to support the initiative. Most often the strategies failed because they were implemented as stand alone solutions rather than part of a systematic process.

In “Banishing Bureaucracy”, we are advised to “Build the whole system, not just a piece of it. To do things right and do the right thing, you need to understand the whole strategic cycle”. This means understanding all the pieces of the puzzle and how they come together.

The City of Kingston has adopted “Excellence” as the framework to address the “whole system”. The corporation began officially working on Excellence in October 2002 when we conducted our first organizational assessment. Based upon the assessment findings, we identified some priorities or Vital Few areas that needed to be addressed in the first year. In our case, we discovered we were missing a fundamental first step that we call Corporate Direction. Establishing and communicating a common direction which includes corporate goals and objectives is not the most exciting work; however it is the foundation of the change initiative. Taking the time to build a strong foundation and including employees in the process will enable us to successfully implement improvement programs in subsequent years.

**Suggested Approach to Complete this Work:**

1. **Adopt a two-phased approach and incorporate the Review of Services into the existing “Excellence” initiative.**

The Review of Services objectives identified by the Council motion (Appendix “E”) are to determine:

• <i>Which services and programs should the municipality be providing?</i>	(Strategic Fit)
• <i>What level of service should be provided?</i>	(Strategic Alignment)
• <i>How those services should be provided?</i>	

In the private sector, businesses regularly review their services or product lines to determine their “Strategic Fit” (Which services and programs be provided?). This is achieved by assessing if and to what extent the services and products are necessary to the achievement of the corporation’s vision and mission. Often conducted as part of the Corporate Strategic Planning process, this assessment of strategic fit can

result in the discontinuation (divestiture, service shedding) of a product line or expansion (investment, growth) into a new line or company.

After the strategic fit of the products and services has been determined, the next step is "Strategic Alignment" (What level and how should those services be provided?). This involves aligning the operations, financials, people and core processes to the organization's strategy.

In other words, Strategic Fit addresses what you do and Strategic Alignment addresses how you do it.

To avoid treating the Review of Services as a parallel project that will draw resources away from our well researched NQI Excellence plan, it is recommended that Council consider addressing the objectives in two phases. The first phase or "Strategic Fit" can be developed as a component of the existing Corporate Direction initiative and will only determine if there are services and programs the municipality should not be providing.

The second phase or "Strategic Alignment" would deal with optimizing and improving our services as part of Excellence, our long-term change initiative. We need to first implement the early components of Excellence so we can determine service levels and costs for our current services before we can assess or compare alternate delivery models. (Refer to **Appendix "B"** which details the integrated tasks of Excellence and a Review of Services and assigns timelines for each).

**2. Clearly define the project purpose and the desired outcomes and communicate this information broadly.**

This will help employees understand why this exercise needs to be done, how they can contribute and how they may be impacted. It is recommended that the Council avoid the use of confusing terms such as Core Service Review and instead adopt strategic planning language. (Refer to **Appendix "C"** which describes the proposed outcomes and scope.)

**3. Delay initiating the Review of Services until January 2004.**

Translating our Mission and Vision into understandable goals and objectives is a critical component of our strategic planning exercise and we need this information to properly assess the "Strategic Fit" of our services and programs. Our goals and objectives will be established in October as part of the development of a Balanced Scorecard. It also makes sense to delay the establishment of the Task Force until January 2004 to give the new Council an opportunity to adjust.

**4. Invite members of staff to sit on the Task Force.**

Inviting staff to participate as members of the Task Force will reinforce Council's intent to adopt a process that involves staff. Staff members can also help encourage employees to attend information sessions and share valuable comments on the process. (Refer to **Appendix "D"** which illustrates the proposed approach and task force composition.)

**EXISTING POLICY/BY-LAW:**

There are no existing policies/by-laws concerning this subject, on record, to date.

**LINK TO STRATEGIC PLAN:**

This work being recommended as part of Getting our House in Order, as a subset of our Excellence initiative to improve our organizational effectiveness.

**FINANCIAL CONSIDERATIONS:**

No financial implications are to be considered in this report.

**CONTACTS:**

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**DEPARTMENTS/OTHERS CONSULTED AND AFFECTED:**

Department Heads

**NOTICE PROVISIONS:**

N/A

**APPENDICES:**


Appendix “A” – Discussion Paper- Comparison of “Banishing Bureaucracy” Strategies to Excellence Strategies

Appendix “B” – Draft-Integrated List of Tasks for Excellence and Review of Services

Appendix “C” – Draft -Review of Services – Project Definition – Phase 1 Strategic Fit

Appendix “D” – Illustration-Strategic Fit/Strategic Alignment Approach

Appendix “E” -- Council motion to Review Services

  
Bert Meunier  
Chief Administrative Officer

## **Comparison of “Banishing Bureaucracy” Strategies to Excellence Strategies**

The book “Banishing Bureaucracy” describes how to create entrepreneurial governments based on strategies (the 5 C’s) that have proven most effective by other public organizations. Each of the strategies builds on the other.

The five strategies for reinventing government are:

1. The Core Strategy - Creating clarity of purpose
2. The Consequences Strategy - Creating consequences and performance
3. The Customer Strategy - Putting the Customer in the Driver’s Seat
4. The Control Strategy - Shifting Control Away from the Top and Centre
5. The Culture Strategy - Creating an Entrepreneurial Culture

The book identifies specific actions for each strategy area and strongly recommends that all the strategies be implemented to ensure the transformation is successful.

Recently launched through the Community Strategic Plan, the Corporation’s “Excellence” initiative is a coordinated change initiative intended to produce a new corporate culture that is focused on serving our citizens in the most effective and efficient manner. “Excellence” uses a framework developed by the National Quality Institute to transform ourselves into a high-performance organization.

The City of Kingston’s “Excellence” initiative is more comprehensive than the 5 C’s defined in “Banishing Bureaucracy”.

The Excellence framework is based on the following 7 cornerstones:

1. Leadership – demonstrate leadership involvement & establish a strategic direction
2. Planning – gather input, develop plans, implement and review plans
3. Citizen/Client Focus – understand citizen needs, meet those needs, measure satisfaction
4. Employee Focus – align human resources and reward and recognition programs to strategic direction, encourage employee participation & contribution, train and educate employees, measure satisfaction and well-being
5. Process Management – review, document and monitor processes to meet citizen requirements & strategic objectives, constantly evaluate for improvement opportunities
6. Supplier/Partner Focus – manage critical relationships with key partners & suppliers
7. Organizational Performance - develop and implement systems to monitor the outcomes of overall organizational achievements

Although Excellence uses different language, there are many commonalities between the two methods and the strategies are similar. The major difference lies in the approach to each strategy. There is no rule for the order of implementation nor is it necessary that all three components of the Core Strategy be implemented however this may mean the full benefits will not be realized.

The chart below summarizes the specific actions and identifies the similarities between the “Banishing Bureaucracy” approach and Excellence.

Questions to be answered in Phase 1	“Banishing Bureaucracy” Strategy	Excellence Framework
<p>What business should you be in?</p> <p>What are the major goals you are trying to achieve?</p> <p>What services and programs should the municipality be providing?</p>	<p><b>1. The Core Strategy</b>  <b>Creating Clarity of Purpose</b></p> <ul style="list-style-type: none"> <li>Define your core purpose → eliminate functions that no longer serve a valid public purpose or that can be better delivered by the private sector or some other level of government</li> </ul> <hr/> <p><b>Clarity of Role</b></p> <ul style="list-style-type: none"> <li>Uncoupling Rowing from Steering→separate policy and regulatory roles (rowing) from service delivery and compliance roles (steering)</li> </ul> <hr/> <p><b>Clarity of Direction</b></p> <ul style="list-style-type: none"> <li>Improving your Aim →implement a planning and measurement system that will enable leaders to strategically manage the business</li> </ul>	<p><b>Leadership</b>  <b>Strategic Direction</b></p> <ul style="list-style-type: none"> <li>Create a mission, vision and core values</li> <li>Excellence does not currently have an equivalent process for separating rowing from steering; however the criteria identifies the need for a balanced set of objectives (see Organizational Measurement Framework) that will enable leaders to monitor the effectiveness of the service delivery.</li> <li>Develop strategic themes, long-term goals, objectives and measures</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Develop an Organizational Measurement Framework</li> </ul> <p><b>NEW</b> Assess Strategic Fit</p>

Questions to be answered in Phase 2	“Banishing Bureaucracy” Strategy	Excellence Framework
<p>What level of service should be provided?</p> <p>How should the services be provided?</p> <p>How can we manage the remaining services in a more effective and efficient manner?</p>	<p><b>2. <u>The Consequences Strategy</u></b>            Creating Consequences and Performance            These strategies are designed to force public service-delivery organizations to function as business enterprises with financial bottom lines, preferably in competitive markets.</p> <p><b>Performance management</b>            →use performance measures, standards, rewards &amp; penalties to motivate</p> <p>This strategy is recommended for organizations that are not ready for enterprise management or managed competition whether for rational or political reasons.</p> <hr/> <p><b>Enterprise management</b>            →public services function as business enterprises</p> <hr/> <p><b>Managed competition</b>            →competitive bidding between public workers and private firms</p>	<p><b><u>Process Management</u></b>  <b>Process development, control &amp; improvement</b></p> <ul style="list-style-type: none"> <li>• Manage processes to ensure they support achievement of citizen &amp; organizational goals</li> </ul> <p><b><u>Employee Focus-Human Resource Planning</u></b></p> <ul style="list-style-type: none"> <li>• Link reward and recognition to strategic direction based on individual, team and organizational performance</li> </ul> <hr/> <p>Enterprise Management and Managed Competition are two of a wide variety of Alternate Service Delivery (ASD) options. Excellence does not identify ASD as a strategy; however it can be incorporated at some future point if the need exists. We would need to implement strategies within Organizational Performance first to allow us to properly evaluate our performance against any alternative approach.</p>
	<p><b>1. <u>The Customer Strategy</u></b>            Putting the Customer in the Driver’s Seat - extend the accountability in the consequences strategy to the customer</p> <ul style="list-style-type: none"> <li>• Give customers a choice of selecting other public organizations</li> <li>• Give customers a competitive choice- they can select their service provider and allocate their dollars to their provider of choice</li> <li>• Customer quality assurance--set service standards and consequences</li> </ul>	<p><b><u>Citizen/Client Focus</u></b></p> <ul style="list-style-type: none"> <li>• Define who you serve and understand their wants and needs</li> <li>• Measure citizen satisfaction levels and develop/enhance services and programs to meet or exceed expectations</li> <li>• Communicate with your customers to build value and manage expectation</li> </ul>

		<ul style="list-style-type: none"> <li>Align all employees to the importance of citizen satisfaction</li> <li>Manage citizen input--both positive feedback and complaints</li> </ul>
	<p><b>2. <u>The Control Strategy</u></b> Shifting Control Away from the Top and Centre</p> <ul style="list-style-type: none"> <li>Organizational empowerment--eliminating rules &amp; hierarchical controls and relying on organizational performance</li> <li>Employee empowerment--pushing authority down to the front-line through work teams, employee suggestion programs etc.</li> <li>Community empowerment--hand control to neighbourhoods, housing tenants etc.</li> </ul>	<p><b><u>Employee Focus</u></b> <b>Participatory Environment</b></p> <ul style="list-style-type: none"> <li>Ensure people at all levels understand the strategic direction and are committed to achieving the goals.</li> <li>People’s suggestions and ideas are encouraged and implemented.</li> <li>People are encouraged to innovate and take risks to achieve goals.</li> </ul> <p><b>Supplier/Partner Relationship</b></p> <ul style="list-style-type: none"> <li>Involve key suppliers and partners in the development of plans and strategic objectives</li> </ul>
	<p><b>3. <u>The Culture Strategy</u></b> Creating an Entrepreneurial Culture</p> <ul style="list-style-type: none"> <li>Break away from the existing culture</li> <li>Change habits</li> <li>Build commitment</li> <li>Align employee energy toward common goals</li> <li>Engage employees in the development of goals</li> <li>Communicate, communicate, communicate</li> </ul>	<p><b><u>Leadership</u></b> <b>Strategic Direction</b></p> <ul style="list-style-type: none"> <li>Involve employees to create a new vision, mission &amp; values</li> <li>Leaders demonstrate a commitment to continuous improvement</li> <li>Functions across the organization work together to identify and reduce barriers</li> <li>Responsibility &amp; accountability are shared throughout the organization</li> </ul>

**Integrated list of tasks for Excellence and Review of Services**

	<b>EXCELLENCE INITIATIVE</b>	<b>REVIEW OF SERVICES</b>	<b>Timeframe</b>
1	Mission, Vision, Values Creation and Adoption		June 03
2		Present background report to Council with recommended approach	Oct 03
3	Develop Balanced Scorecard - establish the strategic themes - long-term goals - measures for each goal area - establish targets for each measure - develop strategies to achieve those goals		Oct 03
4	Adopt and Implement 3-Year Excellence Plan		Nov 03
5		Establish Committee to Review Services	Jan 04
6		Define Process to Review Services -confirm project scope -secure resources -communicate the project purpose & outcomes -establish & approve policy regarding displaced staff e.g. no lay-off, attrition, reassignment etc.	Feb 04
7		Consult/Communicate process to staff & public	Mar 04
8		Finalize process and get Council approval to proceed	Apr 04
9		Develop Framework & Criteria  -adopt a framework to classify the services -identify some services for review -develop criteria to evaluate service fit--based on Corporate Mission, Goals and Objectives and citizen survey results, public policy objectives	May 04
10		Consult public & staff on the framework & criteria	Jun 04
11		Council approval on process and the framework	Jun 04
12		Apply criteria to identify services that can be exited	Nov 04
13		Conduct impact assessment of exit decision--financial & human	Nov 04

**Appendix "B" – Draft-Integrated List of Tasks for Excellence and Review of Services**

14	Conduct 2 <sup>nd</sup> Organizational Assessment		Nov 04
15		Consult/Communicate results to staff & public	Dec 04
16		Council approval of identified services	
17		Develop exit plan for each approved service	Jan 05
18		Council approval of exit plans	Mar 05
19		Exit Services	Based on exit plan
20	Implement Vital Few from 2 <sup>nd</sup> Organizational Assessment		Mar 05 – Sept 06

**Project Definition-Draft**

<b>Project No.:</b>
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**Project Name:** Review of Services-Phase 1 Strategic Fit

**Project Description:**

Conduct a review of the services and programs the municipality is currently providing to determine:

1. the degree of fit or necessity of those services and programs in terms of the achievement of the corporate vision, mission, goals and objectives (which services the municipality should be providing).
2. identify any services that do not serve the purpose of achieving of our strategic intentions
3. assess the financial implications of discontinuing any services that do not serve the purpose
4. create an exit strategy for those services (including public consultation)

- Corporate
- Departmental
- Divisional
- Legislated

**What is not Included:** This work will not identify appropriate service levels or review/recommend alternate service delivery options for the services the municipality will continue to provide.

**Project Outcomes:**

- Contribute to the larger challenge of finding long-term sustainable solutions to ongoing operating and capital budget challenges
- Identify any services or programs that do not directly contribute to the achievement of the Corporation's vision, mission, goals and objectives and assess the cost savings that could be achieved if we discontinued the service
- Resolve the ongoing debate of which business we should be in

**Outcome Measures:**

- Possible budget reductions
- Process developed and approved by Council that enables us to evaluate our services and programs
- Public and Council supportive of the process and results of the review

<b>Start Date:</b>	dd	01	04	<b>Complete Date:</b>	dd	03	05
		mm	yy			mm	yy

**Estimated Resource Requirements**

Human Resources # (FTE)	Division/Business Unit/and/or External Org	Skill/Expertise	Time (workdays)
13	Mayor and Council	Political leadership	3
7-9	Steering Committee-Mayor, CAO and 5-7 others combined Councillors & Staff	Process development & guidance	12
4	Commissioners	Administrative perspective	12
1	Strategic Initiatives	Research & facilitation	30
1	Communications	Internal & public consultation	10

**Appendix "C" – Draft-Review of Services – Project Definition – Phase 1 Strategic Fit**

??	Various staff	Employee Involvement	??
1	Committee Clerk	Support	12

\*\*\*Resources are defined for the process development phase only as the resources required to implement will depend on the process adopted. It should be noted that Human Resources and Finance will have a role to play in implementation.

**Estimated Project Costs:**

	Capital \$	Contingency %	Operating \$	Contingency %	Misc \$
Approved					
Required					
			<b>Project Total: \$</b>		

**On-Going Operating Costs beyond Project Completion:**

Operating Item(s)	Projected Operating \$

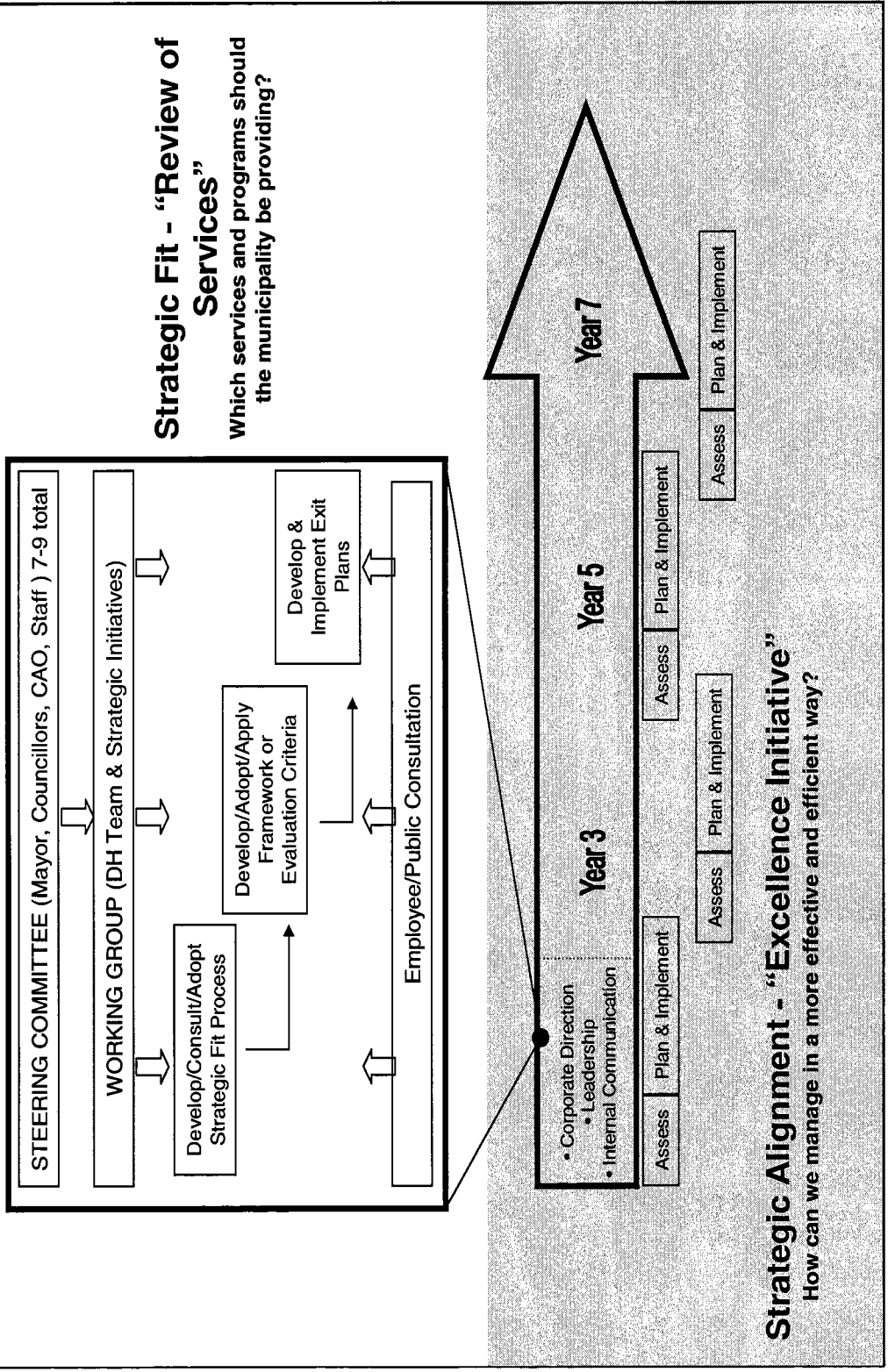
**Risk Assessment:**

Identified Risks	Risk Mitigation Strategies

<b>Submitted By:</b>	<b>Organization/Position:</b>	<b>Telephone #:</b>	<b>Date:</b>
B. Meunier	CAO	546-4291	August 03
<b>Sponsored By:</b>	<b>Organization/Position:</b>	<b>Telephone #:</b>	<b>Date:</b>
<b>Project Lead:</b>	<b>Organization/Position:</b>	<b>Telephone #:</b>	<b>Date:</b>

**Appendix 'D' – Strategic Fit/Strategic Alignment Approach**

**Appendix "D" – Illustration-Strategic Fit/Strategic Alignment Approach**



**Appendix “E” – City Council Review of Services Resolution – April 15, 2003 –  
Clause 1, Report No. 43**

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At the regular meeting of City Council held on April 15, 2003, the following resolution, being Clause 1. Report No. 43, was approved:

***WHEREAS**, since 1998, Council has been confronted each year with operation and capital budget challenges that will continue unless the municipality is able to find long-term sustainable solutions, and;*

***WHEREAS** the Bruzzese, Minshull & Associates Inc., 2001, Report on Municipal Competitiveness has determined that “While the City of Kingston ranked low-mid in terms of residential relative tax burden, the average household incomes are below the average of the survey, resulting in a ranking of high on the taxes as a percentage of income”, and;*

***WHEREAS**, as part of the “Getting Our House in Order” Strategic Initiative, an “Organizational Assessment Report” will be presented to Council recommending that, as one of three essential activities, the City of Kingston concentrate on developing a clear Corporate Direction that entails defining a “Vision”, a “Mission” and “Values” for the corporation;*

***THEREFORE BE IT RESOLVED THAT** the Council of the City of Kingston undertake, in consultation with the public, a review of the services offered to its residents to determine*

- Which services and programs the municipality should be providing;*
- What level of service should be provided;*
- How those services should be provided;*

*–and further–*

***THAT** Council establish a joint task force composed of Council and staff to undertake this service review, led by the Mayor and the Chief Administrative Officer, with an initial mandate to prepare a report to the Committee of the Whole, which would*

- Define the scope of the mandate of the task force;*
  - Establish the desired outcomes and a timetable;*
  - Suggest an approach and a work plan that would*
    - Involve the public in a meaningful discussion of the issues and the desired outcomes;*
  - Provide for the participation of all members of staff;*
  - Identify best practices for this review;*
- Complete a project description that would identify resource requirements and the impact on existing project priorities.*

**CARRIED**