



CITY OF KINGSTON
REPORT TO COUNCIL

Report No.: 04-222

TO: Mayor Rosen and Members of Council

FROM: Bert Meunier, Chief Administrative Officer

PREPARED BY: Sheila Hickey, Director – Strategic Initiatives and Communications

DATE OF MEETING: 2004-06-08

SUBJECT: Review of Services – Phase 1: Consultation & Communication Plan

RECOMMENDATION TO COMMITTEE OF THE WHOLE:

WHEREAS Report No. 04-122, Review of Services, identified that a Consultation and Communication Plan be developed by working with the champions for Focus Kingston, “Getting Our House in Order” priority area.

AND WHEREAS Report No. 04-122 committed to bringing the Consultation and Communication Plan forward for Council approval prior to gathering any service data for the Review of Services

THEREFORE BE IT RESOLVED that Council adopt the Consultation and Communication Plan outlined in Appendix A of this report.

ORIGIN/PURPOSE:

The purpose of this report is to recommend to Council a Consultation and Communication Plan for the Review of Services – Phase 1.

OPTIONS/DISCUSSION:

A Consultation and Communication Plan (the “Plan”) has been developed for the Review of Services – Phase 1. The Plan is appended to this report (Appendix A).

All aspects of the Plan were developed under the following guiding principles:

- City of Kingston employees, who take pride in delivering municipal services and programs, deserve to be informed and consulted about the Review of Services.
- Members of the public, who live, work and play in the City of Kingston and receive the services, deserve to be informed and consulted about the Review of Services.

With these principles in mind, the Plan sets out the following Consultation and Communication objectives:

- to conduct an effective communication process to ensure that municipal employees, City of Kingston residents and interested stakeholders are provided with information to help them understand the purpose, review process and outcomes of the Review of Services.
- to ensure that municipal employees, City of Kingston residents and interested stakeholders are provided with and take advantage of opportunities to express their view on the service data findings.
- to provide Council with the information and data they need on the services and programs under review in order to make an informed decision.

Prior to bringing the Plan forward for approval the Task Force to Review Services reviewed the plan and offered suggestions. These suggestions have been incorporated into the Plan.

The Plan was also distributed for review and comment to the Executive Management Team and the Review of Services staff project team.

EXISTING POLICY/BY-LAW:

There is no existing policy related to this report.

LINK TO STRATEGIC PLAN:

This work is linked to the Getting Our House in Order priority area. It is a component of the Excellence initiative to improve our organizational effectiveness and will help us achieve our corporate objectives of managing our costs and optimizing our revenues.

FINANCIAL CONSIDERATIONS:

There are no financial considerations associated with this report.

CONTACTS:

Sheila Hickey, Director – Strategic Initiatives and Corporate Communications 546-4291 ext. 2221

DEPARTMENTS/OTHERS CONSULTED AND AFFECTED:

Task Force to Review Services

Executive Management Team

FOCUS Kingston Champions for “Getting Our House in Order”

Review of Services Staff Project Team (Jeremy DaCosta, Sharon Fitch, Laura Seiffert, Kim Leonard, Bert Needham, Paula Nichols, Cheryl Mastantuono)

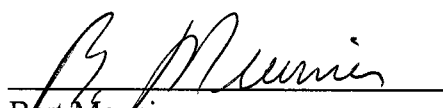
Carolyn Downs, Manager - Council Support

Jim Purser, Records & Information Officer, Council Support

NOTICE PROVISIONS:

N/A

APPENDICES: Appendix A - Review of Services – Consultation and Communication Plan


Bert Meunier
Chief Administrative Officer

APPENDIX A

CORPORATION OF THE CITY OF KINGSTON



REVIEW OF SERVICES

CONSULTATION & COMMUNICATION PLAN

**Prepared for the
Committee of the Whole
June 8, 2004**

**Prepared by:
Strategic Initiatives and Corporate Communications
Chief Administrative Office**

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INTRODUCTION

On April 15, 2003 Council moved to undertake a review of the services the City of Kingston provides to its residents. The original resolution identified that, since 1998, Council has been confronted with ongoing budget challenges that will continue unless the municipality is able to find long-term sustainable fiscal solutions. Council also moved to establish a task force to conduct a review of services.

Between April and October of 2003, staff from the Strategic Initiatives & Communications Office conducted research and prepared a report to the Committee of the Whole meeting of October 14, 2003, which included a series of recommendations for conducting a review of services. Prior to submission of that report, union executives were invited to a meeting by the Chief Administrative Officer where they were provided with an overview of the report and an opportunity to ask questions about the review of services.

On March 30, 2004 Council was provided with a report from the Executive Management Team (EMT) on how to achieve a more sustainable financial position for the Corporation of the City of Kingston by the year 2008. The report described a five-year plan that relies on a limited increase in taxes and progressive reduction in the use of reserve funds.

The EMT identified two strategies to help achieve the reductions:

- **Internal efficiencies:** a short-term strategy that requires each department, division and unit to explore and identify what they can do to help the corporation live within its means and achieve its fiscal targets. Departments are being asked to achieve an overall budget reduction target for the municipality of at least \$1.75 million for 2005.
- **The Review of Services:** a long-term strategy, which is to be conducted in two phases, to identify sustainable solutions to ongoing budget challenges and ensure municipal services and programs are provided in the most efficient, effective manner to best meet the needs of the community.

Phase I will begin in 2004, and while it could result in a budget reduction, it will be more concerned with understanding to what extent the services identified help achieve public policy goals and will look at why we provide a service, how we deliver a service and whether or not we should continue providing a service.

This Consultation & Communication plan will deal only with the Review of Services.

For the purposes of this Consultation and Communication Plan, **communication** will be defined as informing and advising; **consultation** will be defined as obtaining input to assist council in the decision making process.

GUIDING PRINCIPLES

This plan was developed on the principles of openness, transparency, inclusion and accessibility. The following statements put those principles into the context of the Review of Services:

- City of Kingston employees, who take pride in delivering municipal services and programs, deserve to be informed and consulted about the Review of Services.
- Members of the public, who live, work and play in the City of Kingston and receive the services, deserve to be informed and consulted about the Review of Services

SCOPE

This consultation and communication plan sets out the objectives, activities and timelines for 2004 - the initiation of the first phase of the Review of Services. A limited number of services will be reviewed in 2004 with the purpose of identifying if there are any non-mandatory services and programs that can be discontinued to allow tax dollars to be directed to those services that are deemed appropriate.

Municipal employees will be regularly informed on the purpose, process and outcome of the review. They will also be given the opportunity to develop and / or review the data that is gathered and will be consulted on the recommendations and associated rationale resulting from the data analysis.

During the fall of 2004, the public will be formally consulted on the service data gathered for those services and programs identified for review. Once the data has been analysed and the recommendations are prepared, members of the public will have an additional opportunity to comment on the recommendations.

It is anticipated that the review of the initial services will be completed and submitted to Council by December 15, 2004.

OBJECTIVES

- to conduct an effective communication process to ensure that municipal employees, City of Kingston residents and interested stakeholders are provided with information to help them understand the purpose, review process and outcomes of the Review of Services
- to ensure that municipal employees, City of Kingston residents and interested stakeholders are provided with and take advantage of opportunities to express their views on the service data findings.
- to provide Council with the information and data they need on the services and programs under review in order to make an informed decision.

CONSULTATION AND COMMUNICATION STRUCTURE

The process for conducting public consultation and for informing and advising municipal employees is an important part of the Review of Services. Key components to ensure the public, interested and / or affected stakeholders and municipal employees are provided with information to help them understand the review process and outcomes are:

- **Council:** As stated in Report 04-122, dated March 30, 2004, Council has a critical role to play and holds the ultimate authority for decision making as outlined in Section 224 of the *Municipal Act, 2001*. Many of the broad areas of responsibility prescribed in this provision impact the Review of Services.
- **Task Force to Review Services:** the Task Force will oversee the process, provide guidance to the Project Team, receive and consider input from staff, the public and the project consultant, and make final recommendations to Council.

Councillor Ed Smith, Chair and Primary Contact for the Review of Services

Councillor Bittu George, Vice-Chair and Alternate Contact for the Review of Services

Councillor Beth Pater

Deputy Mayor Leonore Foster

Councillor Floyd Patterson

Sunni Rideout, Committee Clerk

- **Executive Management Team (EMT):** the EMT will provide leadership and guidance to staff, the Project Team and the Task Force during the Review and will play an important role in communicating the key messages of this plan through departmental information sessions and regular department meetings.

Bert Meunier, Chief Administrative Officer

Denis Leger, Commissioner of Corporate Services

Mark Segsworth, Commissioner of Operations

Lance Thurston, Commissioner of Community Services

Terry Willing, Acting Commissioner of Planning & Development Services

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CONSULTATION AND COMMUNICATION STRUCTURE CONTINUED

- **Director of Strategic Initiatives:** the director will be responsible for project management, research and report writing, working with the EMT to develop the proposed approach and data collection tools, securing and directing the consultant, leading the Review Team and providing advice to the Task Force and EMT.

Sheila Hickey, Director of Strategic Initiatives & Communications

- **Project Team:** they will report to the Director of Strategic Initiatives & Communications and will organize and facilitate the collection of data for the service areas selected for review and will communicate with staff in their respective departments.

Jeremy DaCosta, Project Manager and Alternate Contact for the Review of Services

Bert Needham, Department of Corporate Services Representative

Cheryl Mastanuono, Department of Community Services Representative

Paula Nichols, Department of Operations Representative

Kim Leonard, Department of Planning & Development Representative

Laura Seiffert, Communications Officer

Sharon Fitch, Strategic Initiatives Project Office Assistant

- **Consultation and Communication Plan:** the Director of Strategic Initiatives & Communications, Project Manager and Communications Officer are responsible for the design of the communication and consultation plan.

Sheila Hickey, Director of Strategic Initiatives & Communications and Alternate Contact for the Review of Services

Jeremy DaCosta, Project Manager and Alternate Contact for the Review of Services

Laura Seiffert, Communications Officer

The EMT and Community Champions for "Getting our House in Order" will provide input into the design of the public consultation process.

Mark Segsworth, EMT Champion and Commissioner of Operations

Stephen Foster, Community Champion for "Getting our House in Order"

The Project Consultant will design and facilitate staff and public information sessions, analyse the data from a public policy perspective and prepare recommendations for the Task Force and Council to consider.

Project Consultant (TBA)

TARGET AUDIENCES

To satisfy the objectives of this consultation and communication plan, the following target audiences have been identified:

Internal communications / consultation:

- Council
- Municipal employees
- Service area staff directly affected by the review
 - City Property & City Facility Leasing – Department of Operations
 - Transit Passenger Charters – Department of Operations
 - Lake Ontario Park Campground Operations – Department of Community Services
 - Recreational Camp Programs – Department of Community Services
 - Belle Park Fairway Golf Course Facility – Department of Community Services
- Staff who either receive support from or deliver support to the services areas under review
- Unions and associations and members of their bargaining units

External communications / public consultation:

- General public
- Stakeholders: those individuals, groups, organizations directly affected by the review

KEY MESSAGES

Key messages have been developed to clearly state the purpose and intent of Phase I of the Review of Services. Key messages have been developed for all target audiences and for specific internal and external audiences.

All Target Audiences

- The City of Kingston is facing serious fiscal challenges over the next several years.
- The Review of Services was initiated as one of the strategies to help the City of Kingston meet those fiscal challenges.
- While the Review of Services could result in a budget reduction, it will be more concerned with understanding to what extent the services identified help achieve public policy goals and will look at why we provide a service, how we deliver a service and whether or not we should continue providing a service
- The Review of Services will be an ongoing process, and over time, we will assess all our services.
- Phase I of the Review of Services will identify if there are any non-mandatory services that can be discontinued to allow tax dollars to be directed to those services that are deemed appropriate.
- In 2004, the Review of Services will look at a limited number of services and programs to understand to what extent they help achieve public policy goals.
- In 2004, by looking at a limited number of smaller services areas, we can assess and refine our process and testing before engaging in a review of our larger service areas.
- Phase I of the Review of Services will not necessarily result in fewer services and will not address contracting out or other Alternate Service Delivery models.
- The Review of Services will allow the municipality to confirm and clarify the reason it has decided to continue to deliver a service or services.
- We encourage municipal employees and the public to take advantage of the opportunities that are provided for input into the Review of Services.
- Opinions of municipal employees and the public are considered a key part of the data gathering process.

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KEY MESSAGES CONTINUED

Internal Audiences

- The Review of Services provides us with an opportunity to show the value and merit of all the services and programs we provide.
- The Review of Services will define why your service exists.
- We encourage you to participate in information sessions and share with us your views, opinions and expectations.
- Council will provide direction on how to deal with staff that may be displaced as a result of the Review of Services.

External Audiences

- We encourage you to share your views, opinions and expectations on the services and programs the city provides to help council make meaningful decisions on the services under review.

***Key messages may be amended or added as the Review of Services progresses.**

REVIEW OF SERVICES ACTIVITIES

A number of communication activities are recommended to achieve the objectives of the plan.

1. **Establish Web Site:** include information on the Service Review, members of the Task Force, Task Forces agendas and minutes, contact information, e-mail address (reviewofservices@cityofkingston.ca) and a dedicated telephone number for the public, dates of public information sessions, provide public input section, questions and answers, Council reports
2. **Create and Communicate with Key Audience Contact List:** create a database of individuals/organizations identified by the project team as being affected by the review of a particular service, provide regular updates to those in the database on the progress of the task force and add self-identified individuals to the list
4. **Establish a Service Review Intranet Section:** include information on the Service Review, members of the Task Force and Staff Review Team, Task Force agendas and minutes, dates of Task Force meetings and staff information sessions, updates on data gathering, staff input section, questions and answers, Council reports, key contact information, e-mail address (reviewofservices@cityofkingston.ca) and a dedicated telephone number for staff (546-4291, extension 4322).
5. **Public Consultation Sessions:** sessions will be held in October to share and confirm the service data findings and to provide an opportunity for input on those findings from the public. Sessions will be held in December to communicate the results of the review and provide the public with an opportunity for input on the results.
6. **Stakeholder Information Sessions:** information sessions and/or focus groups will be arranged for stakeholders on the key audience contact list and those who self-identify.
7. **Task Force Meetings:** meeting schedules, agendas and minutes will be placed on the Service Review Web page on the city's Web and Intranet sites. Members of the Staff Review of Services Project Team and the Executive Management Team are invited to attend these meetings. Staff and the public will be provided with information on how to address the Task Force.
8. **Other Information/Data Collection Opportunities:** a section of the Review of Services Web and Intranet pages will be devoted to stakeholder input. The Review of Services telephone numbers and e-mail address (reviewofservices@cityofkingston.ca) will be referenced on the Web and Intranet pages, in all print or broadcast advertising and in all printed materials distributed during the review.

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REVIEW OF SERVICES ACTIVITIES CONTINUED

9. **Staff Information Sessions:** a key component of the Review of Services is to inform and advise municipal employees on the purpose, progress and outcome of the review. Information sessions are planned to include all staff, managerial staff, staff of the service areas under review, those who are directly linked to the service areas under review and union officials. The Mayor and Review of Services Task Force are welcome to participate in these sessions.
10. **Regular Departmental / Divisional Meetings:** Departments and divisions are encouraged to keep staff informed on the Review of Services through their regularly scheduled meetings. Department representatives on the Project Team can provide support in this regard.
11. **Staff Updates:** staff will be provided with regular updates on the progress of the review through the city's Intranet site, electronic and hardcopy newsletters, broadcast fax, distribution by the assistants to the commissioners, payroll inserts and through the Staff Project Team. The project team is committed to providing staff with timely updates on any significant activity on the day or by the next business day.
12. **Telephone Feedback Line:** a telephone number dedicated to the Review of Services will allow employees and the public to provide comments and maintain their privacy, if they wish. The dedicated telephone number for staff is 546-4291, extension 4322. A dedicated telephone number for the public will be available in the near future. Comments will be transcribed verbatim by the Project Manager and provided to the Council Support Division for distribution to Review of Services Task Force, where it will be included with the service data collected during the formal data collection stage of the review.
13. **Council Meetings:** the public will be advised through the Review of Services Web page how to make a delegation or presentation to Council on the review. Staff will be made aware of any reports or actions on the Review of Services being brought forward to Council or Committee of the Whole.

PROTOCOL FOR HANDLING ENQUIRIES AND CORRESPONDENCE

Personal information, which includes opinions and views, collected during the Review of Services is collected under the authority of the *Municipal Act 2001*, and will be used to help Council make a decision on this matter. All names and comments will be included in material available to the public. Questions about this collection of personal information may be addressed to the Director of Strategic Initiatives & Communications at 216 Ontario Street, 546-4291, ext. 2221.

Protocol for Handling Comments Provided by Staff or the Public Outside of Regular Review of Service Activities

1. All written correspondence, e-mails, telephone calls from staff or the public shall be forwarded to the Project Manager.
2. All correspondence will be transcribed verbatim or copied by the Project Manager.
3. The Project Manager will forward all correspondence to the Council Support Division for distribution to the Task Force.
4. A standard letter of response drafted by the Project Team will be signed by the Chair of the Task Force and mailed by the Strategic Initiatives & Communications Office.
5. All correspondence received will be included with the service data collected during the formal data collection stage of the Review of Services.

Protocol for Handling Media Enquiries

Media enquiries shall be directed to **Laura Seiffert**, Communications Officer, who will direct the enquiry to the appropriate person.

Primary Spokesperson for the Review of Services

Councillor Ed Smith, Chair of the Task Force to Review Services

Alternate Spokesperson (s) for the Review of Services

Sheila Hickey, Director of Strategic Initiatives & Communications

Jeremy DaCosta, Project Manager

SERVICE REVIEW ACTIVITIES – INTERNAL COMMUNICATIONS

A variety of activities and communication vehicles are recommended to inform and advise municipal employees of the purpose, objectives, progress and outcome of the Review of Services. Timelines will be updated when the Task Force to Review Services and Staff Project Team begin meeting.

Activity	Communication Vehicles	Timeline	Responsibility
1. Establish/maintain service review Intranet section	refer to the section in all communications to staff, including eCityNEWS, All City releases, posters, newsletters	early June - ongoing	<ul style="list-style-type: none"> ▪ Communications Officer
2. Opportunities to inform and advise staff			
<ul style="list-style-type: none"> ▪ Information sessions for all staff (at least 2) ▪ Departmental Information Sessions – to be arranged by the departments 	<ul style="list-style-type: none"> ▪ eCityNEWS ▪ All City releases ▪ Broadcast fax ▪ Posters ▪ Newsletters 	<ul style="list-style-type: none"> ▪ June 1 Memorial Hall (2:30 – 4:30 pm) ▪ June 7 Sunnyside Hall (Cataraqui Arena) (1:30 – 3:30pm) ▪ TBA 	<ul style="list-style-type: none"> Facilitation ▪ CAO, EMT Support ▪ Director of Strategic Initiatives ▪ Task Force ▪ Project Team Communications ▪ Communications Officer
<ul style="list-style-type: none"> ▪ Information sessions for managers (1 or more) 	<ul style="list-style-type: none"> ▪ invitation 	<ul style="list-style-type: none"> ▪ May 20 Wilson Room (Library) (9am – 11am) ▪ TBA 	<ul style="list-style-type: none"> Facilitation ▪ EMT/Director of Strategic Initiatives Support ▪ Project Team Communications ▪ CAO's Office
<ul style="list-style-type: none"> ▪ Information sessions for all service area staff of services under review 	<ul style="list-style-type: none"> ▪ Special arrangement ▪ Direct communication 	TBA	<ul style="list-style-type: none"> Facilitation ▪ Commissioner Support ▪ Project Team ▪ Human Resources ▪ Director of Strategic Initiatives Communications ▪ Project Manager ▪ Project Assistant ▪ Communications Officer
<ul style="list-style-type: none"> ▪ Regular departmental / divisional staff meetings 	<ul style="list-style-type: none"> ▪ Usual routine 		<ul style="list-style-type: none"> Facilitation ▪ Commissioner/Manager Support ▪ Project Team Rep.

SERVICE REVIEW ACTIVITIES – INTERNAL COMMUNICATIONS - CONTINUED			
Activity	Communication Vehicles	Timelines	Responsibility
2. Opportunities to inform and advise staff			
<ul style="list-style-type: none"> ▪ Information sessions for unions and associations 	<ul style="list-style-type: none"> ▪ Special arrangement ▪ Direct communication 	May 25	<p>Facilitation</p> <ul style="list-style-type: none"> ▪ Commissioner of Community Services/Acting CAO <p>Support</p> <ul style="list-style-type: none"> ▪ Director of Strategic Initiatives ▪ Human Resources <p>Communications</p> <ul style="list-style-type: none"> ▪ CS Commissioner's Office
3. Project updates	<ul style="list-style-type: none"> ▪ All City – as information becomes available ▪ Intranet ▪ Broadcast fax ▪ Departmental distribution of all documents through assistants to the commissioners ▪ Payroll inserts ▪ Newsletter 	end of May - ongoing	<ul style="list-style-type: none"> ▪ Communications Officer – to coordinate content and flow of information ▪ Project Team – coordinated approach for departmental distribution
4. Telephone Feedback Number	<ul style="list-style-type: none"> ▪ Dedicated telephone number ▪ Intranet input section ▪ Internal Mail 		<ul style="list-style-type: none"> ▪ Communications Officer ▪ Project Manager ▪ Project Team
5. On Request			<ul style="list-style-type: none"> ▪ Project Team

*Activities may be amended or added as the Review of Services progresses

SERVICE REVIEW PROJECT ACTIVITIES – EXTERNAL COMMUNICATIONS

A variety of activities and communication vehicles are recommended to involve the public in order to achieve the objectives of the plan. Timelines will be updated when the Task Force to Review Services and Staff Project Team begin meeting.

Activity	Communication Vehicle(s)	Timeline	Responsibility
1. Establish and maintain Service Review Web page	<ul style="list-style-type: none"> ▪ all ads, news releases and print materials will reference the Service Review Web page 	mid June - ongoing	<ul style="list-style-type: none"> ▪ Communications Officer
2. Create and Communicate with Key Audience Contact List:	<ul style="list-style-type: none"> ▪ Direct mail ▪ Telephone ▪ Web site e-mail address 	June - ongoing	<ul style="list-style-type: none"> ▪ Service Area Staff ▪ Project Team
3. Opportunities for Public Education and Input (Sessions can also be scheduled on request)			
<ul style="list-style-type: none"> ▪ Task Force meetings 	<ul style="list-style-type: none"> ▪ Web site, news releases, broadcast media fax, key audience list 	9:00 am every second Wednesday of the month starting May 18 June 1—special meeting	Communications <ul style="list-style-type: none"> ▪ Communications Officer ▪ Task Force Committee Clerk
<ul style="list-style-type: none"> ▪ Public consultation sessions 	<ul style="list-style-type: none"> ▪ Print/Broadcast Ads ▪ Web site updates ▪ News releases ▪ Direct Mail/Telephone - key audience list 	September or October and December	Design & Facilitation Support <ul style="list-style-type: none"> ▪ Project Consultant ▪ Task Force ▪ GOHO Champions ▪ Project Team Communications <ul style="list-style-type: none"> ▪ Communications Officer
<ul style="list-style-type: none"> ▪ Stakeholder information sessions/focus groups 	<ul style="list-style-type: none"> ▪ Direct Mail ▪ Telephone ▪ News releases 	Summer - December	Facilitation Support <ul style="list-style-type: none"> ▪ EMT members ▪ Project Consultant ▪ Project Manager ▪ Task Force Communications <ul style="list-style-type: none"> ▪ Communication Officer
<ul style="list-style-type: none"> ▪ Other information/data collection opportunities 	<ul style="list-style-type: none"> ▪ Web site ▪ S R email address & dedicated telephone number 	Summer - December	<ul style="list-style-type: none"> ▪ Communications Officer ▪ Project Manager
<ul style="list-style-type: none"> ▪ Council Meetings 	<ul style="list-style-type: none"> ▪ Web site info: presentations or delegations 	dependent on Council schedule	<ul style="list-style-type: none"> ▪ Communications Officer ▪ Council Support

BUDGET

The overall budget for the Phase I of the Review of Services is \$200,000. Of that amount, approximately \$10,000 is budgeted for advertising, Web development and public information sessions.