



**CITY OF KINGSTON**  
**REPORT TO REVIEW OF SERVICE TASK  
FORCE**

**Report No.: RS-04-001**

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**TO:** Review of Services Task Force

**FROM:** Bert Meunier, CAO

**PREPARED BY:** Sheila Hickey, Director Strategic Initiatives & Communications

**DATE OF MEETING:** 11 August 2004

**SUBJECT:** Public Policy Objectives

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**RECOMMENDATION TO REVIEW OF SERVICES TASK FORCE:**

**That the Task Force recommends that the Committee of the Whole adopt public policy objectives for the Corporation of the City of Kingston, as outlined in this report.**

**And further;**

**That the Task Force also recommends that these public policy objectives be used to help determine which services and programs the municipality should be providing.**

**ORIGIN/PURPOSE:**

**The purpose of this report is to ask Council to adopt a set of public policy objectives that can be used to help us define and review our municipal services and programs.**

**OPTIONS/DISCUSSION:**

Municipal governments exist to serve two primary purposes:

1. To act as a political mechanism through which a local community can express its collective objectives for community development; and
2. To provide various services and programs to local residents.<sup>1</sup>

The challenge of the Review of Services is to provide Council with the information required to determine *which* services and programs the City of Kingston should be providing, to best meet the

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<sup>1</sup> *Local Government in Canada, C. Richard Tindal and Susan Nobles Tindal, page 4*

needs of its citizens. To help us determine public interest, we can assess the extent to which a service or program helps Council to address broad community needs. We refer to these broad community needs as “Public Policy Objectives”.

Every municipal service or program should support, to some extent, the ability of Council to fulfill the following six common Public Policy Objectives

## **PUBLIC POLICY OBJECTIVES**

1. Public Health and Safety
2. Environmental Sustainability
3. Wealth Redistribution
4. Program and Services Accessibility
5. Economic Sustainability
6. Community Development

[These objectives are not listed in order of priority or importance.]

The following series of questions are meant to help us define and understand the Public Policy Objectives for our services:

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### **1. PUBLIC HEALTH AND SAFETY**

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A City service or function that contributes to the public policy objective of Public Health and Safety is one that:

- Directly promotes a healthy and safe physical and mental environment for all residents of and visitors to the City of Kingston;
- Participates in activities that directly contribute to the health and safety of its residents and visitors; and / or
- Provides for the protection of City residents, visitors and their respective property;

#### **Questions to Ask:**

- Does this service directly or indirectly contribute to the protection of City residents, visitors and their respective property?
- Is the primary function of this service to promote Public Health and Safety? Does this service indirectly contribute to the promotion of Public Health and Safety?
- If the municipality did not provide this service, would Public Health and Safety be at risk?

### **2. ENVIRONMENTALLY SUSTAINABILITY**

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A City service or function that contributes to the public policy objective of Environmental Sustainability is one that:

- Ensures the establishment and maintenance of a clean, healthy environment in which environmental factors support the physical and mental well-being of the community;

- Directly contributes to the municipality's ability to control pollution, reduce resource consumption and protect nature;
- Reuses otherwise discarded resources;
- Minimizes, controls or reduces the environmental impact of activities on the air, water and / or land; and / or
- Actively protects, conserves and promotes the management of the City's natural environment, wetlands, watercourses and waterbodies for the purposes of providing a healthy environment;
- Addresses such concerns as water, air, and soil contamination, and noise and vibration exposure;

**Questions to Ask:**

- Does this service contribute to the municipality's ability to control pollution?
- Does this service directly preserve and protect the natural environment?
- Does this activity serve to protect people and ecosystems from contamination of land and water?
- Does this service actively encourage the community to reduce consumption and / or reuse otherwise discarded resources?
- If the municipality does not actively participate in the delivery of this service, will Environmental Sustainability be at risk?

**3. WEALTH REDISTRIBUTION**

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A City service or function that contributes to the public policy objective of Wealth Redistribution is one that:

- Ensures the equitable distribution of wealth across the community to the extent that all members, regardless of social and economic background are provided essential life services (food, shelter, health care) and opportunities for social and personal development.

**Questions to Ask:**

- Does this service facilitate the provision of essential life services and social and personal development opportunities for residents of our community?
- If this service were left to the market, could members or groups within the community be restricted from accessing these basic services and opportunities without some degree of governmental support?

**4. PROGRAM AND SERVICES ACCESSIBILITY**

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A service or function that contributes to the public policy objective of Accessibility is one that:

- Provides or ensures opportunities for equitable access to services or community programs of choice provided by the municipality but not considered essential life services and social and personal development opportunities;

- Facilitates the planning, development and / or provision of programs, services and opportunities to individuals and families to ensure that all members of the community, regardless of social or economic circumstance can access the service or program.

**Questions to Ask:**

- Could members or groups within the community be restricted from accessing this service or the degree to which they can access those services if it were left to the market?
- Will public support to allow access to this service or program help the community achieve a common overarching public goal?

**5. ECONOMIC SUSTAINABILITY**

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A service or function that contributes to the public policy objective of Economic Sustainability is one that:

- Encourages and provides for the growth and expansion of the City's various economic sectors including commerce, industry, tourism, government administration and the health, educational, corrections and military institutions;
- Directly or indirectly attracts new businesses to the City;
- Directly or indirectly retains or enhances the viability of existing businesses;
- Directly contributes to the maintenance of a balanced City assessment base and strengthened employment base;
- Strengthens the prosperity of the citizens of Kingston;
- Facilitates and environment that attracts new business and promotes economic development;
- Facilitates diversification of the local economy and provides for a functional mix and balanced representation of commercial activities and employment opportunities within the municipality.

**Questions to Ask:**

- Does this service directly or indirectly attract public and/or private investment in the City of Kingston?
- Does this help to retain and / or enhance the viability of local business?
- Does this service contribute to the retention of existing employment opportunities and the creation and diversification of new opportunities?
- Does this service provide for infrastructure and / or infrastructure improvements that is conducive to economic prosperity?
- Does this service contribute to the development and / or enhancement of a vibrant tourism industry in Kingston?
- If this service were left to the market, would Economic Sustainability be at risk?

**6. COMMUNITY DEVELOPMENT**

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A City service or function that contributes to the public policy objective of Community Development is one that:

Contributes to a higher quality of life for all Kingston residents by

- Enabling all citizens to participate fully in the development and improvement of social, cultural and economic amenities of the City;
- Promotes and contributes to the City as a caring and united community; and / or
- Builds capacity within the community to be self sufficient.

**Questions to Ask:**

- Does this service enhance the ability of all citizens to participate fully in the social, recreational, cultural and economic amenities of the City?
- Does this service promote the City as a caring and united community?
- Does this service promote or enhance a sense of community among the citizens?
- Does this service enhance the community's capacity to be self-sufficient?
- If this service were left to the market, would Community Development be at risk?

**EXISTING POLICY/BY-LAW:**

N/A

**LINK TO STRATEGIC PLAN:**

This initiative is linked to the Getting Our House In Order strategic priority where the municipality is reviewing and assessing the services and programs it offers.

**FINANCIAL CONSIDERATIONS:**

**There are no financial considerations associated with this report.**

**CONTACTS:**

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**DEPARTMENTS/OTHERS CONSULTED AND AFFECTED:**


N/A


**NOTICE PROVISIONS:**

N/A

**APPENDICES:**

N/A

*for*   
Sheila Hickey, Director  
Strategic Initiatives & Corporate Communications

  
Bert Meunier  
Chief Administrative Officer



**Section B-Project Plan-Work Breakdown**

	<b>Tasks</b>	<b>Timeframe</b>	<b>Resources</b>	<b>Done</b> √
1	Mission, Vision, Values Adopted (established Corporate direction)	Jun 03	Strategic Initiatives (SI)	√
2	Background report presented to Council with recommended approach	Oct 03	SI	√
3	Develop Corporate Balanced Scorecard (established Corporate objectives)	Oct 03	SI	√
4	Report to Council to address amended motion from Oct/03 report (recommend approach, reporting system and how the public & stakeholders can participate in the review)	<del>Mar 23/04</del> Apr 13/04	CAO	√
5	Council to confirm approach, expected outcomes, establish mandate & composition of task force and provide direction regarding Human Resource policy	<del>Mar 23/04</del> Apr 13/04	Council	√
6	Create departmental list of services & rank based on agreed to criteria	May 06/04	Commissioner	√
	EMT to discuss consolidated list	May 13/04	EMT	√
	Recommend to Council short list of services to be reviewed first	May 25/04	EMT/COW	√
7	Consultation & Communications Plan designed and submitted to Council for approval (identifies how staff & the public will be informed and how they can participate)	<del>May 1/04</del> <del>May 25/04</del> June 8/04	SI & GOHO Community Champions	√
8	Names for Dept. Reps on project team submitted to project manager	<del>May 1/04</del> May 06/04	Commissioner s	√
	Staff “Project Team” organized	May 1/04	PM	√
	Staff Project Team trained (to facilitate the data gathering for selected services)	<del>May 20/04</del> Jun 30/04	PM	
10	Establish Task Force	<del>May 1/04</del> May 11/04	Council Support	√
11	HR report to Council regarding options for areas under review-based on Council direction of Mar 23 <sup>rd</sup> .	<del>May 15/04</del> May 25/04	HR	√
12	Consultant selected (to facilitate information sessions, perform analysis & recommendations, and facilitate consultation on recommendations)	<del>Jun 01/04</del> Jun 15/04 Jun 21/04	SI	√



13	Project Initiation	<b>a. Review Background Material</b> Council reports 03-251 & 04-122 that explain the Review of Services methodology adopted by Council Our Corporate Mission, Vision and Values statements Our Community Strategic Plan (FOCUS Kingston) A summary of our Corporate and Community strategic objectives The Economic Prosperity Business Plan Our most recent Citizen's Survey (2003) City Facts which provides a summary of our demographic information	<del>Jun 1</del> — Aug 31/04 Jun 15 - Sept 21/04	Consultant	√
		<b>b. Develop Templates for Gather Service Specific Data</b>		Project Team/Consultant	√
		<b>c. Data Gathering on Selected Services</b>		Staff from each service area and Project Team	
		<b>e. Prepare a Summary of Information Gathered</b> To be used in pre-analysis consultation.		Project Team/Consultant	
14		Report to Council on service data findings (Summary of Information Gathered – item 13e.- receive for information	<del>Sept 1/04</del> Sept 30/04	Task Force	
15	Pre-Analysis Consultation	<b>a. Design</b> Finalize the consultation tools, prepare the schedule and locations and finalize the material that will be presented and used as the basis to initiate the discussions	<del>Sept. 21/04</del> -Oct. 31/04	Consultant/Project Team	
		<b>b. Consultation</b> Hold staff forums for each service area to share/confirm service data Publish findings on the web site Develop & administer citizens' survey Hold open houses for the public		Consultant, Task Force, EMT	
16	Analysis	Summarize all public consultation information and service data Assess the economic, financial and social costs/benefits for each service Conduct an analysis of the “fit” or alignment of each service with the City's public policy and strategic objectives	<del>Oct 31/04</del> Nov 01/04 – Nov. 30/04	Consultant	
17	Post-Analysis Consultat	<b>a. Draft Report</b> Prepare a report of draft recommendations to Task Force/Council	Nov 15/04 Nov 30/04 – Dec. 31/04	Consultant	



**City of Kingston  
Project Plan**

		<b>b. Consultation</b> Prepare information materials for staff and the public Hold staff forums to share draft recommendations and solicit feedback Conduct public meetings to solicit feedback on the recommendations		Consultant, Project Team, Task Force	
18	<b>Final Recommendations</b>	<b>a. Final Analysis</b> Incorporate public and staff feedback	<del>Dec 15/04</del> Jan 1./05 – Jan. 30/05	Consultant	
		<b>b. Final Report</b> Prepare final report		Consultant	
		<b>c. Presentation</b> Present to Task Force/Council		Consultant	
		<b>d. Communication</b> Prepare information for staff and the public		Project Team	
19		Develop exit plans, if required	Feb–Apr 05	Commissioners	
20		Council approval of exit plans			
21		Exit Service(s)			