

City Council Meeting No. 10
Minutes
March 22, 2005

Report No. 46 of the Task Force to Review Services

Moved by Councillor Smith
Seconded by Councillor B. George

THAT Report No. 46 of the Task Force to Review Services be received and adopted, clause by clause.

Report No. 46

To the Mayor and Members of Council:
The Task Force to Review Services reports and recommends as follows:

March 2, 2005

1. **THAT** the City of Kingston exit the charter bus service currently provided by Kingston Transit as follows:
 - Exit the local shuttle business for non-tourist related activities such as shuttles of residents or students to bars as there is sufficient private sector operators to provide this service
 - Do not compete where service needs can be met by the private sector in an efficient and cost effective manner
 - Use City charter bus services to shuttle City departments/Utilities only when the cost of service is less than that available by the private sector and/or when the service needs cannot be met by the private sector. Price of service by the City should be set to recover the full cost of service
 - Maintain and clearly define operations/services that support tourism and economic development related activities for large special events that cannot be accommodated by the private sector

–and further–

THAT staff develop a policy whereby the recommendations above can be executed by clarifying in which circumstances charter/shuttle services should be provided limiting the provision of charter/shuttle services only to tourist-related activities or large special events that cannot otherwise be met by the private sector.

CARRIED

(Councillors Downes, Garrison and Meers OPPOSED)

REPORTS

Report No. 46 of the Task Force to Review Services

2. **THAT** a decision relating to city property and city leasing be deferred and referred to the Operations Standing Committee for a report to be brought back within six (6) months to Council related to the following items:
 - Develop criteria to determine which buildings and properties should be identified as surplus and sold, with the exception of airport properties
 - Identify the buildings which could be determined to be surplus
 - For those assets not declared surplus or for those assets that do not attract a buyer, undertake an analysis to determine what the market rent would be to lease the space and the marketability of the space
 - Compare the market rent against the total cost of maintaining the asset (operating capital, indirect) against other options to determine if leasing is the most feasible option

–and further–

THAT Council direct the Community Services Standing Committee to continue to pursue a cultural framework strategy and a creative clusters development program in parallel with the work of the Operations Standing Committee with an interim report of preliminary considerations as it relates to the space needs of the cultural community to be brought back to Council within six (6) months.

CARRIED AS AMENDED

City Council Meeting No. 10
Minutes
March 22, 2005

(Councillors Downes and Garrison OPPOSED)
(See Following Motions to AMEND which were CARRIED)
(See Following Motion to DEFER which was LOST)

Moved by Councillor Stoparczyk
Seconded by Councillor Pater

THAT Clause (2) of Report No. 46 of the Task Force to Review Services be amended to change all references of three (3) months to six (6) months.

CARRIED

Moved by Councillor Sutherland
Seconded by Councillor K. George

THAT Clause (2) of Report No. 46 of the Task Force to Review Services be amended so that the reports requested are brought back to Council instead of the Task Force to Review Services.

CARRIED
(Councillor Smith OPPOSED)

Moved by Councillor Downes
Seconded by Councillor Garrison

THAT the bullet points in Clause (2) of Report No. 46 of the Task Force to Review Services be deferred until the cultural framework strategy and a creative clusters development program has been completed.

LOST (4:9)
(See Recorded Vote)

REPORTS

Report No. 46 of the Task Force to Review Services

A Recorded Vote was requested by Councillor Garrison.

YEAS: Councillor Downes, Councillor Garrison, Councillor Meers, Councillor Pater (4)

NAYS: Mayor Rosen, Councillor Beavis, Deputy Mayor Foster, Councillor B. George, Councillor K. George, Councillor Patterson, Councillor Smith, Councillor Stoparczyk, Councillor Sutherland (9)

3. **THAT** the City of Kingston continue the service of providing recreational day camp programs

–and further–

THAT the Community Services Standing Committee pursue opportunities to:

- Improve community partnering
- Ensure subsidies continue to be available regardless of the service delivery model employed according to the current practice
- Identify capacity within the market to permit existing agencies to directly provide services on behalf of the City, where appropriate

City Council Meeting No. 10

Minutes

March 22, 2005

- Clearly define the City's role in co-ordinating the provision of services, programming and other roles such as support and facilitation for other service providers
- Avoid duplication and direct competition
- Develop a business case as to why the City should continue to be the sole service provider for all their programs
- Develop a business case prior to expanding any existing services or developing new program to offer. The business case should include a market evaluation of other services currently provided by other agencies and the reason that the City also needs to provide these services
- Develop a clear user fee and cost recovery policy for residents and non-residents
- Review the current programs to ensure that they are consistent with the role and outcomes identified
–and further–

Specifically, it is recommended that discussions be held with existing service providers to review the above noted opportunities and provide an appropriate forum for input.

CARRIED
(Councillor Downes OPPOSED)

4. (a) **THAT** the City of Kingston continue to provide a golf course at Belle Park Fairways;
–and further–
- (b) **THAT** the mandate of the golf course to operate on a self-sustaining basis including all costs associated with golf course operations such as administrative overhead and capital be reviewed;
–and further–
- (c) **THAT** the preparation of a business plan and identification of the feasibility of meeting the existing public policy objectives while at the same time eliminating (lowering) the taxpayer subsidy required be undertaken and the results be reported back to the Task Force to Review Services;

CARRIED (11:2)
(See Recorded Vote No. 1)

–and further–

REPORTS

Report No. 46 of the Task Force to Review Services

- (d) **THAT** performance measures, standards and mandatory reporting mechanisms be developed including:
- Revenue management
 - Expense management
 - Customer profiles and feedback
 - Yield management (detailed tracking of rounds played and rate structure).

CARRIED (9:4)
(See Recorded Vote No. 2)

1. A Recorded Vote was requested by Councillor Pater.

YEAS: Mayor Rosen, Councillor Beavis, Councillor Garrison, Councillor B. George, Councillor K. George, Councillor Meers, Councillor Pater, Councillor Patterson, Councillor Smith, Councillor Stoparczyk, Councillor Sutherland (11)

NAYS: Councillor Downes, Deputy Mayor Foster (2)

2. A Recorded Vote was requested by Councillor Smith.

City Council Meeting No. 10

Minutes

March 22, 2005

YEAS: Mayor Rosen, Councillor Beavis, Deputy Mayor Foster, Councillor B. George, Councillor K. George, Councillor Patterson, Councillor Smith, Councillor Stoparczyk, Councillor Sutherland (9)

NAYS: Councillor Downes, Councillor Garrison, Councillor Meers, Councillor Pater (4)

5. **THAT** the City of Kingston exit the campground business at Lake Ontario Park at the end of the 2005 season
-and further-
THAT future uses of the park would be determined through a public consultation exercise for the Lake Ontario park property;
-and further-
THAT Council direct staff to develop an exit plan for approval by Council.

CARRIED AS AMENDED
(Councillors Downes, Garrison, Meers and Pater OPPOSED)
(See Following Motion to AMEND which was CARRIED)

Moved by Councillor Smith
Seconded by Councillor Patterson

THAT Clause (5) of Report No. 46 of the Task Force to Review Services be amended by adding the following clause:
"That Council direct staff to develop an exit plan for approval by Council".

CARRIED

REPORTS

Report No. 47 of the Large Venue Entertainment Centre Steering Committee

Moved by Councillor Smith
Seconded by Councillor Stoparczyk

THAT Report No. 47 of the Large Venue Entertainment Centre Steering Committee be received and adopted, clause by clause.

Report No. 47

To the Mayor and Members of Council:

The Large Venue Entertainment Centre Steering Committee reports and recommends as follows:

February 22, 2005

1. **WHEREAS** the final draft of the Business Plan for the Large Venue Entertainment Centre Project (LVEC) is anticipated for late March, 2005, and;
- WHEREAS** an Information Session for City Council and the Large Venue Entertainment Centre Steering Committee is scheduled for April 6, 2005 and Information Sessions for City staff and for the public are scheduled for April 7, 2005;