



Volume
3

THE CITY OF KINGSTON REPORT CARD TO CITIZENS
MUNICIPAL PERFORMANCE MEASURES AND CITIZENS' SURVEY

Measuring our way to
Service Excellence!

STRATEGIC INITIATIVES AND CORPORATE COMMUNICATIONS

Introduction: The 2002 Report Card to Citizens

A message from the City of Kingston

Beginning in 2000, the City of Kingston began gathering and reporting information regarding the delivery of municipal services in our municipality. This is the third annual edition of the Report Card To Citizens, published by the City of Kingston.

Citizens demand responsible management of their tax dollars and they expect to receive value in the form of quality services for those dollars. Publishing performance measure results is an excellent way for municipalities to provide information to citizens; build awareness of the variety of municipal services that are provided and can lead to quality improvements.

Over the past few years the City of Kingston has been publishing information that explains how tax dollars are spent. However, creating value is a challenge for municipal government because the services provided are so diverse. Municipalities provide services such as Planning, Parking and By-Law Enforcement, which have long-term impacts on the community versus immediate results on an individual basis. As a result, it is often difficult for citizens to put a value on these services. Other service areas, such as Police, Fire, Garbage Collection and Snow Clearing are more evident and therefore, easier for citizens to relate to. As consumers of municipal services, citizens rightfully expect their municipality to find new ways of delivering the highest quality of service, for the best possible price.

In response to the increasing demand for service quality, two programs have been established to evaluate the quality of municipal service delivery in Kingston: Performance Measures and a Citizens' Survey. The Performance Measures Program assesses the efficiency and effectiveness of some of the more visible municipal services. The annual Citizens' Survey indicates the perception of citizens regarding the importance and quality of services. Reporting both programs in one publication provides service results from both a management and user perspective.

The first two years helped municipalities gain the needed experience to refine the programs and better understand the unique circumstances associated with each service area. This year, for the first time, we are able to compare Kingston's results to other municipalities for some of the service areas. This demonstrates our commitment to openly share performance results as part of our continuous pursuit of excellence.

Municipal Performance Measures Program

Kingston is part of a province-wide program

Since the year 2000, the Provincial Ministry of Municipal Affairs and Housing has been working with Ontario municipalities to develop common measures for municipal services through an initiative called the Municipal Performance Measurement Program or MPMP. The Ministry believes the goals for local governments, on behalf of taxpayers, should always be to provide the best and safest services at the most efficient costs, with clear accountability. Through this program, all municipalities in Ontario are required to measure and report performance data for some of the more prominent municipal services.

Frequently Asked Questions

What is being measured?

To get an accurate picture of municipal service delivery, indicators for both efficiency and effectiveness measures have been implemented. It is important to measure both efficiency and effectiveness to achieve optimum service delivery results. A higher service level can always be purchased for more money. Similarly, cutting spending can lead to a decline in service effectiveness. The goal is to deliver the level of service and quality the citizens of Kingston desire, for the best possible price.

Efficiency indicators measure the amount of staff time and money used to deliver a service — the cost of service delivery.

Effectiveness indicators measure the extent to which a service is achieving its intended results — service quality, benefits to citizens and impact on the Quality of Life.

Are Performance Measures for all municipal services being reported?

Municipalities deliver a wide range of services and programs. To date, only the service areas that have the greatest impact on citizens are being measured. The criteria used to determine the service areas include major cost, high interest and value to the public and data that is relatively easy to collect. Performance results published in this report are for the calendar year ending December 31, 2002.

Can Kingston's Performance Measure results be compared to previous years?

This is a relatively new program. Since the program began some of the performance measures have been changed to make the results more meaningful. In some areas, the costs included in the calculation have been modified. These changes affect the results so comparisons to the previous year would not be meaningful. Where an apples to apples comparison cannot be made, an attempt has been made to explain the results.

Can Kingston's Performance Measure results be compared to other municipalities?

Kingston is a member of a group of Ontario municipalities that have been working with the Ministry of Municipal Affairs and Housing on a project to develop the Ontario Municipal Benchmarking Initiative (OMBI). Through this partnership, members are able to share performance statistics and are working to establish meaningful standards for some of the more common service areas. Publishing comparison results is not currently required under the Provincial program. However, through the OMBI initiative we can share Kingston's results as compared to other member municipalities.

Comparisons will show that some municipalities are achieving better results than others. As stated previously, the reported results need to be reviewed and assessed to understand if the differences are due to factors such as location, climate or economic conditions versus better management strategies and practices. **Until these unique circumstances are identified, no conclusions should be drawn from the comparison data.** However, the City of Kingston has decided to provide a municipal average result for the MPMP service areas **to provide context** and help make the performance results more meaningful to Citizens.

Note: The municipal average results provided in each service area represent the average result reported by the following participating municipalities: Brant, Durham, Halton, Hamilton, Kingston, London, Niagara, Peel, Sudbury, Thunder Bay, Toronto, Waterloo Region and York. Regional municipalities do not report on all service areas.

More information regarding the OMBI program and the comparison results for each area can be accessed through the City of Kingston's Strategic Initiatives Office at 546-4291, ext. 2221.

Annual Citizens' Survey

Asking Citizens to rate the importance and quality of municipal services

The 2002 survey was conducted by Brock University to assess citizens' attitudes toward the services provided by the City of Kingston. The survey involved personal telephone interviews with 435 citizens. Respondents were chosen at random from the local telephone directory. This sample size produces a level of accuracy, plus or minus five percentage points, nineteen times out of twenty.

The survey questions fell into five general categories:

Importance of specific municipal services;

- Assessment of the current quality of those services;
- Ability to contact Councillors, the municipal office, and Utilities Kingston;
- Perceptions of attachment to community; and
- General knowledge of local government.

The Citizens' Survey covers more service areas and provides a broader view of municipal programs and services than the Municipal Performance Measurement Program (MPMP). The results of the complete survey are provided as "Appendix A" of this report.

The quality and importance results specific to the core services that are part of the MPMP program are presented together to provide a complete picture of service performance.

The survey asks respondents to rate the "importance" as well as the "quality" of the City's services. Asking respondents to rate both importance and quality provides the City with information to identify service quality gaps and prioritize those services that offer the greatest opportunity for improvement.

2002 Results

Local Government

1. Local Government - Operating costs for general government as a percentage of total municipal operating costs.

Note: General government costs are included as operating costs in all service areas except Police, Library, Water and Sewer.

Definition: This efficiency measure indicates the percentage of the total municipal operating budget that was required to pay for administration costs for the Mayor, Councillors and Chief Administrative Office. General government functions include elections, public functions, grants, studies and taxation as well as the costs for providing corporate services such as financial management, human resources, legal services, information systems and client services. The 2002 result was calculated by dividing \$6,187,310 in general government costs by the total municipal operating costs of \$130,517,746.

	2002	2001	2000
Performance Result	4.74% of total municipal operating budget Municipal average: 4.25% ⁽¹⁾	9.40% of total municipal operating budget	11.34% of total municipal operating budget
Citizens' Survey	N/A		
Observations	The costs in this area have been refined in 2002 to include only those costs directly related to governance and corporate management. Kingston, like other municipalities, continues to develop and refine a standardized method of allocating these costs to the service areas. As a result, comparisons to previous years are not relevant.		

⁽¹⁾ See note on Page 4

Fire

2. Fire - Operating costs for fire services per \$1,000 of assessment

Definition: This efficiency measure indicates the cost per \$1,000 of assessment, for all tax classes, that was allocated to cover the operating costs for fire services in our community. Operating costs include fire administration, fire fighting force, fire prevention and inspection costs. The 2002 result was calculated by dividing \$11,502,868 operating costs for fire by \$7,763,638,000 of total fire assessment. The resulting number was then divided by 1,000 to establish a cost per \$1,000 of assessment.

	2002	2001	2000
Performance Result	\$1.48 per \$1,000 of assessment Municipal average: \$1.55 per \$1,000 of assessment ⁽¹⁾	\$1.45 per \$1,000 of assessment	\$1.22 per \$1,000 of assessment
Citizens' Survey	Quality: 4.51 out of 5 Importance: 4.85 out of 5	Quality: 4.38 out of 5 Importance: 4.78 out of 5	Quality: 3.94 out of 5 Importance: N/A
Observations	In 2001 the operating costs increased substantially. Most of these cost increases resulted from the need to optimize our career and volunteer staffing levels to meet the changing demand in the urban and rural areas of the City. Kingston Fire and Rescue added 27 career staff in the last quarter of 2001. We have also taken steps to upgrade and sustain our volunteer members. These costs resulted in a further increase in 2002 when they were annualized to cover the full year. The cost per \$1,000 of assessment reflects a slight increase because while the operating costs increased, the total assessment base also increased by almost \$1million. The increase in the quality and importance ratings is consistent with the increased investment in this service area.		

⁽¹⁾ See note on Page 4

Police

3. Police - Operating costs for police services per household

Definition: This efficiency measure indicates the cost of police services per household in our community. Operating costs for police include administration, police force, police board, conveyance of prisoners, equipment, garages, lock-ups, police animals and communication systems. The 2002 result was calculated by dividing the total operating costs of \$16,020,866 by 46,605 households.

	2002	2001	2000
Performance Result	\$343.76 per household Municipal average: \$436.92 per household ⁽¹⁾	\$345.09 per household	N/A
Citizens' Survey	Quality: 4.31 out of 5 Importance: 4.81 out of 5	Quality: 4.20 out of 5 Importance: 4.75 out of 5	Quality: 3.82 out of 5 Importance: N/A
Observations	<p>Policing costs in Ontario have been on the rise for the last five years; however this is not reflected in Kingston's results. When compared to the municipal average, Kingston is providing police services at a lower rate per household. Kingston's violent crime rate, property crime rate, and overall crime rate are all above the municipal average. Additional resources for policing may help improve the crime rate results. Kingston has seven penitentiaries in the region and a university and college which causes population swells for eight months of the year. We face unique policing challenges which must be recognized and financed accordingly.</p> <p>In summary, while the lower cost per household can be perceived as good value for the community, the crime rate results and the importance rating suggests that the funding levels should be reviewed.</p>		

(1) See note on Page 4

The effectiveness indicators for police services measure the crime rate for Criminal Code offences for the following categories: Violent Crime, Property Crime, Other Criminal Code offences, excluding traffic, and Total Criminal Code Offences, excluding traffic. Each of these categories includes actual incidents involving youths aged 12 to 17 years. The Municipal Performance Measurement Program defines crime categories in the same way as Statistics Canada. Crimes pertaining to drugs, traffic, and other federal statutes are not included in the total crime rate for Criminal Code offences, excluding traf-

fic. Please note that violent crime, other than robbery, is scored differently from non-violent crimes. For violent crime, a separate incident is recorded for each victim. The number of incidents is therefore equal to the number of victims. However, for robbery, one incident is counted as one occurrence. For non-violent crimes, each occurrence is classified according to the most serious offence and the number of incidents equal the number of occurrences. Additional information on crime categories can be found on the Statistics Canada Web site at www.statisticscanada.ca Look for the publication, *Canadian Crime Statistics*, catalogue number 85-205-XIE.

4. Police - Violent crime rate per 1,000 persons

Definition: This effectiveness measure indicates the violent crime rate as defined using the Statistics Canada definition of a violent incident. A violent incident is an offence which involves the use or threat of force against a person. This includes homicide, attempted murder, sexual assault, non-sexual assault, other sexual offences, abduction, and robbery. The 2002 result was calculated by dividing 1,121 violent crimes by 114,195 population. The population was further divided by 100,000 to represent crimes per 1,000 persons.

	2002	2001	2000
Performance Result	9.82 violent crimes per 1,000 persons Municipal average: 8.52 violent crimes per 1,000 persons ⁽¹⁾	N/A	N/A
Citizens' Survey	See Police/Chart 3 on Page 8		
Observations	A comparison to last year cannot be made because this indicator has been changed. Kingston reports one of the lowest cost per household results among the larger forces in the province. However, we have one of the highest rates for solving this type of crime. Kingston solves slightly better than 83% of all violent crime. Our comparator data indicates that two cities of similar size that solve a slightly higher percentage each employ approximately 50 more police officers.		

⁽¹⁾ See note on Page 4

5. Police - Property crime rate per 1,000 persons

Definition: This effectiveness measure indicates the property crime rate per 1,000 persons. Property crime is defined using the Statistics Canada definition of a property incident. A property incident involves unlawful acts with the intent of gaining property which does not involve the use or threat of violence against an individual. Property crime includes breaking and entering, motor vehicle theft, theft over \$5,000, theft \$5,000 and under, having stolen goods, and fraud. The 2002 result was calculated by dividing 6,032 total crimes by 114,195 population. The population was further divided by 1,000 to represent crimes per 1,000 persons.

	2002	2001	2000
Performance Result	52.82 property crimes per 1,000 persons Municipal average: 32.28 property crimes per 1,000 persons ⁽¹⁾	N/A	N/A
Citizens' Survey	See Police/Chart 3 on Page 8		
Observations	See discussion under total crime rate, Police/Chart 7, on Page 11.		

⁽¹⁾ See note on Page 4

6. Police - Youths charged per 1,000 youths

Definition: This effectiveness measure indicates the youths charged with all categories of Criminal Code offences, excluding traffic. Please note that crimes pertaining to drugs, traffic and other federal statutes are not part of the Criminal Code and are not included in this measure. Youths are defined as persons aged 12 to 17 years of age (up to the 18th birthday). The 2002 result was calculated by dividing 486 total crimes by 7,113 youth population. The youth population was further divided by 1,000 to represent charges per 1,000 youths.

	2002	2001	2000
Performance Result	68.33 youths charged per 1000 youths Municipal average: 50.45 youths charged per 1000 youths ⁽¹⁾	N/A	N/A
Citizens' Survey	See Police/Chart 3 on Page 8		
Observations	The youth crime rate was not reported in previous years.		

⁽¹⁾ See note on Page 4

7. Police - Total crime rate per 1,000 persons (Criminal Code offences, excluding traffic)

Definition: This effectiveness measure is the sum of the total number of actual incidents of violent crime, property crime and other Criminal Code offences, excluding traffic. Total actual incidents include actual incidents involving youths aged 12 to 17 years. The 2002 result was calculated by dividing 8,561 total crimes by 114,195 population. The population was further divided by 1,000 to represent crimes per 1,000 persons.

	2002	2001	2000
Performance Result	74.97 total crimes per 1,000 persons (Criminal Code offences, excluding traffic) Municipal average: 70.72 total crimes per 1,000 persons (Criminal Code offences, excluding traffic) ⁽¹⁾	73.12 total crimes per 1,000 persons	N/A
Citizens' Survey	See Police/Chart 3 on Page 8		
Observations	As stated earlier, policing in Kingston presents unique challenges. With per household financing at one of the lowest levels in the province, the police have to cope with crime rates which are higher than the provincial average. These rates are fuelled by a large student population who become victims of crime but are not counted as part of the City's population; and the presence of a well-schooled criminal element centred in Kingston due to the large number of penal institutions in the area. To meet citizens' expectations in terms of performance given the high importance they attribute to policing, it may well be necessary to spend additional resources in this area.		

⁽¹⁾ See note on Page 4

Roads

8. Roads - Operating costs for paved roads per lane kilometre

Definition: This efficiency measure is an indicator of the costs per kilometre invested in the general, day to day maintenance of paved roads in our community. Maintenance in this reporting area includes minor road surface repairs such as pothole patching, shoulder and road side maintenance and surface sweeping and flushing. Larger scale resurfacing and surface overlays are considered capital works and therefore not included in this area. The 2002 result was calculated by dividing \$2,026,123 in costs by 1,803 kilometres of paved lanes.

	2002	2001	2000
Performance Result	\$1,123.75 per lane kilometre Municipal average: \$1,956.46 per lane kilometre ⁽¹⁾	\$602.70 per lane kilometre	\$412.15 per lane kilometre
Citizens' Survey	Quality: 2.90 out of 5 Importance: 4.25 out of 5	Quality: 2.99 out of 5 Importance: 4.2 out of 5	Quality: 2.74 out of 5 Importance: N/A
Observations	<p>It is important to note that capital costs are not included in our efficiency measures and operating costs for road maintenance is merely one component of this service area. Also, when asked to rate the qualities of roads and streets, citizens do not differentiate between operating costs and capital works projects.</p> <p>Although this result indicates there was a significant increase in operating costs in 2002, much of the increase may be attributed to a reallocation of costs versus a true budget increase. Also, the City is taking a more strategic or planned approach to scheduled maintenance. This shift in strategy requires additional resource expenditures in the short-term and may also contribute to the increase. However, in the long-term it should provide a better quality infrastructure at a lower average annual cost.</p> <p>The Citizens' Survey results indicate there is a significant gap between the importance of this service area and the perceived quality. In summary, the "gap" that is identified between the importance and the quality of the roads system is indicative of the Citizens' demand for higher quality roads and the City's challenge to find innovative and cost effective ways to meet these expectations.</p>		

⁽¹⁾ See note on Page 4

9. Roads - Operating costs for unpaved (loose top) roads per lane kilometre

Definition: This efficiency measure is an indicator of the costs per kilometre invested in the maintenance of unpaved roads in our community. The 2002 result was calculated by dividing \$181,551 in operating costs by 70 kilometres of unpaved road. Maintenance costs include dust suppression, loose top grading and gravelling, roadside maintenance and minor repairs.

	2002	2001	2000
Performance Result	\$2,593 per lane kilometre Municipal average: \$3,829.88 per lane kilometre ⁽¹⁾	\$6,544 per lane kilometre	\$5,440 per lane kilometre
Citizens' Survey	See Roads/Chart 8 on Page 12		
Observations	As noted in the introductory pages, this is only the third year of this program. In 2000 and 2001, operating costs may have included different expenditures than what is included in 2002. With a denominator of only 70 lane kilometres, a small change in the numerator can result in a large change in the per lane kilometre cost. The 2002 number of \$2,593 indicates that expenditure levels are approaching the comparator municipality group average of \$3,829.		

⁽¹⁾ See note on Page 4

10. Roads - The percentage of paved lane kilometres rated as good to very good.

Definition: This measure reports the effectiveness of our service delivery in this area. The adequacy of paved roads is determined using the Ministry of Transportation's Roads Inventory Management System. The result was determined by dividing 1,278 kilometres of paved lane that rated good to very good, by the total of 1,803 paved lane kilometres.

	2002	2001	2000
Performance Result	<p>70% of paved lane kilometres rated good to very good</p> <p>Municipal average: 59.36% of paved lane kilometres rated good to very good ⁽¹⁾</p>	<p>52% of paved lane kilometres rated good to very good</p>	<p>N/A</p>
Citizens' Survey	<p>See Roads/Chart 8 on Page 12</p>		
Observations	<p>In 2002 the City of Kingston invested more funding in maintaining surface road asphalt which improves the quality of the road and delays the need for major reconstruction. However, the City cannot keep up with the requirements for road reconstruction. While the performance result shows improvement, the actual number of roads that are in need of reconstruction will continue to grow.</p> <p>It is also not cost effective to do surface repairs when there is major road base reconstruction required. So, while the upfront investment in overlay repairs does not address the major areas of concern, it will keep the City from getting further behind for repairs required.</p>		

⁽¹⁾ See note on Page 4

11. Winter Control - Operating costs for winter control maintenance of roadways per lane kilometre.

Definition: This efficiency measure reports the operating costs for winter control maintenance per lane kilometre. The 2002 result was calculated by dividing \$4,111,708 in operating costs by 1,873 lane kilometres.

	2002	2001	2000
Performance Result	\$2,195 per kilometre Municipal average: \$2,409 per kilometre ⁽¹⁾	\$1,412 per kilometre	\$1,692 per kilometre
Citizens' Survey	<p>Quality (roads): 3.14 out of 5</p> <p>Quality (sidewalks): 2.69 out of 5</p> <p>Importance (roads): 4.48 out of 5</p> <p>Importance (sidewalks): 4.09 out of 5</p>	<p>Quality (roads): 3.31 out of 5</p> <p>Quality (sidewalks): 2.56 out of 5</p> <p>Importance (roads): 4.29 out of 5</p> <p>Importance (sidewalks): 3.80 out of 5</p>	<p>Quality (roads and sidewalks): 3.19 out of 5</p> <p>Importance N/A</p>
Observations	<p>Snow clearing and winter control is a service that generates more citizen inquiries and complaints per event, than most other municipal service areas. Traditionally, municipalities are challenged to meet citizen expectation in this area.</p> <p>Operating costs per year vary due to the severity of the weather. In 2002, the City implemented improvements to its winter control strategy in response to citizen demand for improved service in this area. The changes involved moving to a more consistent level of service across the entire City, based not on location, but on class of road. This improvement strategy, coupled with a higher level of service on sidewalks, resulted in increased expenditures.</p> <p>The Citizens' Survey results indicate there is a significant gap between the importance of this service area and the perceived quality. In summary, the "gap" that is identified between the importance and the quality of the roads system is indicative of the Citizens' demand for higher quality roads and the City's challenge to find innovative and cost effective ways to meet these expectations.</p>		

⁽¹⁾ See note on Page 4

12. Winter Control - The percentage of winter event responses that meet or exceed municipal road maintenance standards.

Definition: This measure reports the effectiveness of our service delivery in this area. Winter control standards are approved by Council as policy, and can be reviewed on the City's Web site at: www.city.kingston.on.ca/snow

The result for 2002 was calculated by dividing 45 events that met or exceeded the standard by a total of 47 winter event responses.

	2002	2001	2000
Performance Result	95.74% responses met or exceeded the established standards Municipal average: 99.28% responses met or exceeded the established standards ⁽¹⁾	94% responses met or exceeded the established standards	98% responses met or exceeded the established standards
Citizens' Survey	See Roads/Chart 11 on Page 15		
Observations	The level of service for winter control is approved by City Council. This was the second winter season based on a similar winter control plan/policy, which meets or exceeds Provincial Minimum Maintenance standards. The results in this area indicate that the service level was achieved almost 96% of the time however there is still a gap between the Citizen importance and quality rating.		

⁽¹⁾ See note on Page 4

Transit

13. Transit - The operating costs per transit trip per passenger

Definition: This efficiency measure reports the operating costs per person per trip. The operating costs reported in this area have not been reduced to reflect fare revenue. The 2002 result was calculated by dividing \$7,504,488 operating costs by 2,560,748 revenue trips.

	2002	2001	2000
Performance Result	\$2.93 per trip Municipal average: \$2.96 per trip ⁽¹⁾	\$2.88 per trip	\$2.27 per trip
Citizens' Survey	Quality: 3.21 out of 5 Importance: 3.69 out of 5	Quality: 3.29 out of 5 Importance: 3.79 out of 5	Quality: 2.29 out of 5 Importance: N/A
Observations	The cost per trip increased marginally in 2002 due to inflationary pressures, particularly wages, on the cost of delivering service. Also, a substantial increase in general administrative costs were allocated to the Transit Division in 2002 compared to the previous year.		

⁽¹⁾ See note on Page 4

14. Transit - The number of conventional passenger trips per person per year in the service area.

Definition: This effectiveness measure captures the utilization of the public transit system in our community. The 2002 results were calculated by dividing 2,560,748 revenue transit trips by 106,000 population of the service area. This result does not include specialized transit services for persons with disabilities.

	2002	2001	2000
Performance Result	24.16 trips per person Municipal average: 45.88 trips per person ⁽¹⁾	23.14 trips per person	22.63 trips per person
Citizens' Survey	See Transit/Chart 13 on Page 17		
Observations	This measure demonstrates a gradual increase in the use of transit service in Kingston. The number of trips per person increased because overall ridership rose at a higher rate than our service area expanded. This figure is being driven by the Transit Division's focus on intensifying ridership in more densely populated areas of our community that have existing service. It should be noted that the municipal average is high due to the influence of Toronto data (160 trips/person) within this calculation.		

⁽¹⁾ See note on Page 4

Wastewater (Sewers)

15. Wastewater - Operating costs for collection, treatment and disposal of wastewater per megalitre treated.

Definition: This efficiency measure indicates the operating costs for sewage treatment. The 2002 result was calculated by dividing \$5,008,382 in operating costs by 37,777 megalitres of treated wastewater.

	2002	2001	2000
Performance Result	\$132.57 per megalitre Municipal average: \$283.40 per megalitre ⁽¹⁾	\$210.37 per megalitre	N/A
Citizens' Survey	Quality: 3.83 out of 5 Importance: 4.67 out of 5	Quality: 3.67 out of 5 Importance: 4.25 out of 5	Quality: N/A Importance: N/A
Observations	The cost per megalitre represents the operating costs for all treatment facilities in the City. In 2001, Utilities Kingston assumed management of the Kingston West facilities. As a result, changes were made to the operation and the accounting practices. Therefore, comparisons cannot be made to the previous year or to other municipalities. The quality rating increased this year, however the degree of importance increased slightly more. As a result, the gap between importance and quality has grown from the previous year.		

⁽¹⁾ See note on Page 4

16. Wastewater - The number of wastewater main backups per 100 kilometres of wastewater main.

Definition: This measurement is one indication of the effectiveness of our wastewater management system. A backup is defined as an obstruction or overload in the municipal system which results in a backup of sewage which may enter a house. This measure does not include backups caused by obstructions in a lateral line. A lateral line is the pipe that runs between a house and the sewer main and is the responsibility of the property owner. The 2002 result was calculated by dividing 18 backups by 500 kilometres of wastewater main. The total kilometres of main are divided by 100 to represent backups per 100 kilometres of main pipe.

	2002	2001	2000
Performance Result	3.6 backups/100 km of wastewater main Municipal average: 2.37 backups/100 km of wastewater main ⁽¹⁾	3 backups/100 km of wastewater main	8 backups/100 km of wastewater main
Citizens' Survey	See Wastewater/Chart 15 on Page 19		
Observations	<p>Backups are usually the result of the flow exceeding the system capacity or blockage in the mains. Kingston has an aging sewage system that includes combined sewers in the downtown area. Capital improvements, including the replacement of older pipes have helped reduce the number of main breaks since the 2000 report. Residents can also help improve this result area by ensuring proper use of the system and not dumping anything into the system that can cause blockages.</p> <p>Additional information on upgrades and expansion of the wastewater system can be viewed at: www.utilitieskingston.com/harbourfront</p> <p>Information and tips on controlling pollution can be located on the City's Web site at: www.city.kingston.on.ca/pollution</p>		

⁽¹⁾ See note on Page 4

17. Wastewater - Percentage of wastewater estimated to have by-passed treatment

Definition: This measure indicates our effectiveness in managing wastewater and preventing environmental and human health hazards. Wastewater which by-passed treatment is more commonly referred to as sewage overflow. Overflows occur for a variety of reasons such as pipe or plant capacity and an aging system in the downtown. In some areas of our community, the system was designed to allow sewage and storm water to overflow into our waterways rather than back up in streets or basements. The 2002 result was calculated by dividing an estimated 65.7 megalitres of untreated wastewater by an estimated 37,777 megalitres of treated and untreated wastewater. A megalitre equals 1,000,000 litres.

	2002	2001	2000
Performance Result	0.17% estimated to have bypassed treatment Municipal average: 0.37% estimated to have bypassed treatment ⁽¹⁾	0.28% estimated to have bypassed treatment	N/A
Citizens' Survey	See Wastewater/Chart 15 on Page 19		
Observations	Although sewer overflows will never be completely eliminated, we have made a number of improvements in this area and we will continue to reduce the number of occurrences and the amount of overflow that is released. Additional information can be found on the Utilities Kingston Web site at: www.utilitieskingston.com Weather conditions have an impact on this result area. During heavy precipitation or run-off, the combined system in the downtown area cannot handle the volume and this causes overflows. Therefore it is not unusual for the results to fluctuate from year to year.		

⁽¹⁾ See note on Page 4

Water

18. Water - Operating costs for treatment and distribution of drinking water.

Definition: This efficiency measure indicates the operating costs for the treatment and distribution of quality drinking water, per megalitre. Treatment refers to all activities from the supply source to the point where the water leaves the water purification plant. Distribution refers to all activities from the point the water leaves the plant until it reaches private property lines. The 2002 result was calculated by dividing \$3,480,807 in operating costs by 28,400 megalitres of water treated.

	2002	2001	2000
Performance Result	\$122.56 per megalitre Municipal average: \$293.90 per megalitre ⁽¹⁾	\$200.82 per megalitre	\$242.29 per megalitre
Citizens' Survey	Quality: 3.82 out of 5 Importance: 4.74 out of 5	Quality: 3.71 out of 5 Importance: 4.31 out of 5	Quality: N/A Importance: N/A
Observations	In 2001, Utilities Kingston assumed management of the Kingston West water facilities. As result, changes were made to the operation and the accounting practices. Therefore, comparisons cannot be made to the previous year.		

⁽¹⁾ See note on Page 4

19. Water - Number of water main breaks per 100 kilometres of pipe.

Definition: This measure is an indicator of our system reliability. The 2002 result for this area was calculated by dividing 68 water main breaks by 500 kilometres of water main pipe. The total kilometres were divided by 100 to represent the number of breaks per 100 kilometres.

	2002	2001	2000
Performance Result	13.6 breaks per 100 km of pipe Municipal average: 9.91 breaks per 100 km of pipe ⁽¹⁾	15 breaks per 100 km of pipe	15 breaks per 100 km of pipe
Citizens' Survey	See Wastewater/Chart 18 on Page 22		
Observations	Capital improvements such as replacing aging pipes reduces stress on the system and results in few breaks. As stated previously, our infrastructure is aging. Although Kingston is above the municipal average, the year to year results are showing some improvement.		

⁽¹⁾ See note on Page 4

20. Water - The weighted number of days that a boil-water advisory was issued by the Health Unit.

Definition: This effectiveness measure indicates to what extent we provided drinking water that is safe and meets the needs of our community. In 2002, no boil-water advisories were issued.

	2002	2001	2000
Performance Result	Zero boil-water advisories issued Municipal average: N/A ⁽¹⁾	Zero boil-water advisories issued	Zero boil-water advisories issued
Citizens' Survey	See Wastewater/Chart 18 on Page 22		
Observations	We are pleased that in all three reporting years we have had zero incidents. Information on Kingston's drinking water quality can be found on the Utilities Kingston Web site at: www.utilitieskingston.com/water/		

⁽¹⁾ See note on Page 4

Solid Waste

21a. Garbage Collection - Operating costs for garbage collection per tonne.

Definition: This efficiency measure indicates the costs of garbage pick-up or collection per tonne of garbage. The result for 2002 was calculated by dividing \$1,930,775 in operating costs by 23,576 tonnes of garbage collected.

	2002	2001	2000
Performance Result	\$81.90 per tonne Municipal average: \$71.45 per tonne ⁽¹⁾	\$70.71 per tonne	\$92.45 per tonne
Citizens' Survey	Quality: 4.24 out of 5 Importance: 4.39 out of 5	Quality: 4.04 out of 5 Importance: 4.34 out of 5	Quality: 3.84 out of 5 Importance: N/A
Observations	The 2002 cost per tonne is higher than 2001 because 2002 is based only on garbage collected by municipal forces. In 2001 the calculation included tonnage delivered by residents and from the material recovery facility, central composting site, and the Household Hazardous Waste facility.		

⁽¹⁾ See note on Page 4

21b. Garbage Disposal - Operating costs for solid waste disposal per tonne

Definition: This efficiency measure indicates the costs of garbage disposal per tonne of garbage. The result for 2002 was calculated by dividing \$2,609,339 in operating costs by 26,001 tonnes of garbage collected.

	2002	2001	2000
Performance Result	\$100.36 per tonne Municipal average: \$52.92 per tonne ⁽¹⁾	\$139.50 per tonne	\$100.14 per tonne
Citizens' Survey	See Solid Waste/Chart 21a above.		
Observations	The 2002 cost per tonne is less than 2001 due to a smaller share of general government program support being allocated to garbage disposal in 2002.		

⁽¹⁾ See note on Page 4

21c. Solid Waste Diversion - Operating Costs for Solid Waste Diversion per tonne.

Definition: This efficiency measure indicates the cost for diversion of solid waste per tonne diverted. Municipal waste reduction programs include blue box recycling programs, composting-central and backyard programs, leaf and yard waste and hazardous waste programs. Diversion programs are intended to divert waste from landfills. The result for 2002 was calculated by dividing \$3,285,109 in operating costs by 18,843 tonnes of garbage diverted.

	2002	2001	2000
Performance Result	\$174.34 per tonne Municipal average: \$124.23 per tonne ⁽¹⁾	\$144.15 per tonne	\$183.58 per tonne
Citizens' Survey	Quality (recycling): 4.06 out of 5 Importance: 4.34 out of 5	Quality (recycling): 3.96 out of 5 Importance: 4.33 out of 5	Quality: N/A Importance: N/A
Observations	The calculations in this area were refined in 2002 to exclude user fees and recoveries from other municipalities. Also, the quantity of materials received at the compost sites increased by 15% in 2002. The cost to process recyclables increased in 2002.		

⁽¹⁾ See note on Page 4

21d. Solid Waste Management - Average Operating Costs for Solid Waste Management per Tonne

Definition: The average operating costs for solid waste management is a summary of all costs indicated above. This summary represents the costs for Solid Waste collection, disposal and diversion, excluding perpetual care for closed landfills. The 2001 result was calculated by dividing \$7,825,223 in total operating costs by 44,844 tonnes disposed of and diverted.

	2002	2001	2000
Performance Result	\$174.50 per tonne Municipal average: \$92.63 per tonne ⁽¹⁾	\$184.77 per tonne	\$192.27 per tonne
Citizens' Survey	N/A		
Observations	We cannot compare results in this area to the previous year because we are still refining how we allocate costs to the components of solid waste management.		

⁽¹⁾ See note on Page 4

22. Solid Waste Management - Facility compliance

Description: This measure indicates the number of days per year that a Ministry of Environment compliance order for remediation concerning an air or groundwater standard was in effect for a Solid Waste Management facility. The Ministry of Environment establishes performance standards and monitors Solid Waste facilities to ensure they do not have an adverse effect on the environment.

	2002	2001	2000
Performance Result	Zero days per year Municipal average: 0.23 days per year ⁽¹⁾	Zero days per year	Zero days per year
Citizens' Survey	N/A		
Observations	<p>Kingston owns 8 Solid Waste Management facilities consisting of 4 landfill facilities (3 of which are closed) and the Kingston Area Recycling Centre which includes the Material Recovery Facility, Leaf and Yard Waste Composting Site, the Household Hazardous Waste Facility and a composting site located at the Kingston East Landfill.</p> <p>In 2000, 2001 and 2002 the Ministry of Environment did not issue a compliance order for a Kingston landfill.</p>		

(1) See note on Page 4

23. Solid Waste Management - Number of complaints received in a year concerning the collection of solid waste and recycled materials per 1,000 households.

Description: Complaints are defined as the total number of recorded complaints concerning garbage and recycling collection when a citizen does not receive the prescribed level of service. Policy complaints concerning municipal policy or service levels, e.g. bag limits, are not included. The 2002 result was calculated by dividing 1,794 complaints by 46,605 households. The total households were divided by 1,000 to represent the complaints per 1,000 households.

	2002	2001	2000
Performance Result	38 complaints per 1,000 households Municipal average: 32 complaints per 1,000 households ⁽¹⁾	62 complaints per 1,000 households	N/A
Citizens' Survey	See Solid Waste/Chart 21a on Page 24		
Observations	In 2002, the reporting in this result area was refined to exclude policy complaints. The reported results reflect complaints where the prescribed level of service was not met.		

⁽¹⁾ See note on Page 4

24. Solid Waste - Diversion - Percentage of residential solid waste diverted

Description: This measure indicates our effectiveness in reducing the amount of garbage that is sent to landfill or an incinerator. The 2002 result was calculated by dividing 16,420 tonnes of residential material that was diverted by 39,482 tonnes of residential garbage including disposed of and diverted waste.

	2002	2001	2000
Performance Result	41.6% diverted Municipal average: 33.5% diverted ⁽¹⁾	38.5% diverted	38% diverted
Citizens' Survey	N/A		
Observations	<p>The increased diversion in 2002 is due to a change in the calculation method and to additional recycling and composting. If we had calculated the 2001 result the same way, the 2001 diversion rate would have been reported as 39.2%.</p> <p>In 2001 Kingston City Council established a Solid Waste Task Force whose mandate is to advise Council and make recommendations on how to achieve a 50% diversion rate.</p> <p>The increase in recycling and composting can be attributed to greater public awareness, promotion of composters and increased recycling opportunities. The Task Force continues to identify program enhancements to increase our diversion rate. A long term direction has been established and a series of recommendations for 2003 implementation will further improve this result area.</p>		

⁽¹⁾ See note on Page 4

Land-Use Planning

25a. Planning - Percentage of new development with final approval which is located within settlement areas.

Description: Land use planning deals with the management of growth, development and the physical form of the city. Growth policies for Kingston are defined in the Official Plan. This measure indicates how often new development was approved within the designated growth (settlement) areas. The year 2002 result was calculated by dividing 1,120 approved development applications within the settlement area by a total of 1,234 approved development applications within the entire municipality.

	2002	2001	2000
Performance Result	91% development within settlement area Municipal average: 97% development within settlement area ⁽¹⁾	89% development within settlement area	N/A
Citizens' Survey	Quality (planning and zoning): 2.89 out of 5 Importance: 3.69 out of 5	Quality (planning and zoning): 2.86 out of 5 Importance: 3.72 out of 5	Quality (planning and zoning): 2.79 out of 5 Importance: N/A
Observations	The majority of pending development approval will continue to occur in the serviced, urban area in accordance with the policies of the Official Plan. The direction for future growth will be determined based upon recommendations from the Transportation Master Plan and Urban Growth studies that are currently underway.		

⁽¹⁾ See note on Page 4

25b. Planning - Percentage of land designated for agricultural purposes which was preserved during the reporting year.

Description: This measure is an indicator of our effectiveness in preserving agricultural land. The 2002 result is calculated by dividing one hectare of land that was designated for agricultural purposes as of December 31, 2002 by one hectare of land designated for agricultural purposes as of January 1, 2003.

	2002	2001	2000
Performance Result	100% of designated agricultural land was preserved Municipal average: 99.9% of designated agricultural land was preserved ⁽¹⁾	100% of designated agricultural land was preserved	N/A
Citizens' Survey	See Land-Use Planning/Chart 25a on Page 29		
Observations	This is a reflection of the fact that the majority of new development is occurring in the serviced areas of the City. There is a good supply of vacant lands that are already zoned for development minimizing pressures to develop beyond the serviced area boundaries. As noted above, the Urban Growth Strategy, currently underway, will likely continue to focus new growth away from active agricultural areas.		

⁽¹⁾ See note on Page 4

What Are The Next Steps?

O ntario municipalities are pursuing service quality based on the continuous identification and application of significantly better practices that lead to superior performance.

While performance measurement programs and citizen surveys provide important data and an indication of performance, these programs alone are not enough. To achieve exceptional performance, municipalities need to gain an understanding of the best practices that lead to the results.

To continue the evolution of a performance measurement framework, a partnership has been established between the Ministry of Municipal Affairs and Housing and the Association of Municipalities of Ontario. This partnership builds on the MPMP program and the work of the Ontario Municipal Benchmarking Initiative (OMBI) to review and analyse performance data to identify “best practices” and offer guidance for municipalities interested in applying them. The City of Kingston will use this important information to continuously improve the services it delivers. We encourage your questions and comments on the information in this report. Please direct your input by E-mail to: strategicinitiatives@city.kingston.on.ca or by phone to 546-4291, extension 2221.



APPENDIX A
City of Kingston Citizens' Survey
2003

Introduction

This paper reports on a telephone survey of residents of the City of Kingston that assessed citizens' attitudes towards services provided by the City of Kingston. The survey involved telephone interviews of a total of 435 people, conducted over the period February 24 to March 7, 2003. Respondents were chosen at random from the local telephone directory. This sample size produces a level of accuracy of plus or minus five percentage points, nineteen times out of twenty. The questionnaire containing the precise wording of the questions is available upon request.

The survey was designed by Professors at Brock University in conjunction with staff of the City of Kingston. Interviews were carried out by Brock University students under the supervision of Professors at Brock University, independent of any involvement of the City of Kingston.

The questions fell into five general categories:

- Importance of specific municipal services;
- Assessment of the current quality of those services;
- Ability to contact City Councillors, the municipal office, and Utilities Kingston;
- Perceptions of attachment to community; and
- General knowledge of local government.

Importance of Services

The first series of questions dealt with the importance level that respondents attached to particular municipal services. From a list of twenty-eight services, respondents were asked to assign a level of importance to the service on a scale of 1 to 5 (with 1 being low importance and 5 being high importance). **Figure 1** shows the average importance rating for each of the 28 municipal services surveyed in 2003 as well as the average importance rating for each of the 17 municipal services that were surveyed in 2002. Respondents ranked all the listed services as having an importance rating of 3, 4 or 5 and the results indicate some grouping of services. The highest level of importance is attached to emergency and public security services—ambulance, fire, and police. The next grouping was the basic utilities—water, hydro, and sewers. Culture and recreation services and by-law enforcement tended to form the third and lower grouping of the total list. The overall average Importance Rating for all of the 28 services that were surveyed in 2003 was 4.09.

The overall average shows us the most typical case and where other data points — or, in this case, services — lie in relation to it; ie: services in the City of Kingston typically rate 4.09 out of 5 on average in terms of importance. We now have a common reference point that we can use to describe our data from year to year.

Those services whose average rating is above the overall average rating for 2003 appear in green in **Figure 1**, and those services whose average rating is below the overall average for 2003 appear in yellow in **Figure 1**.

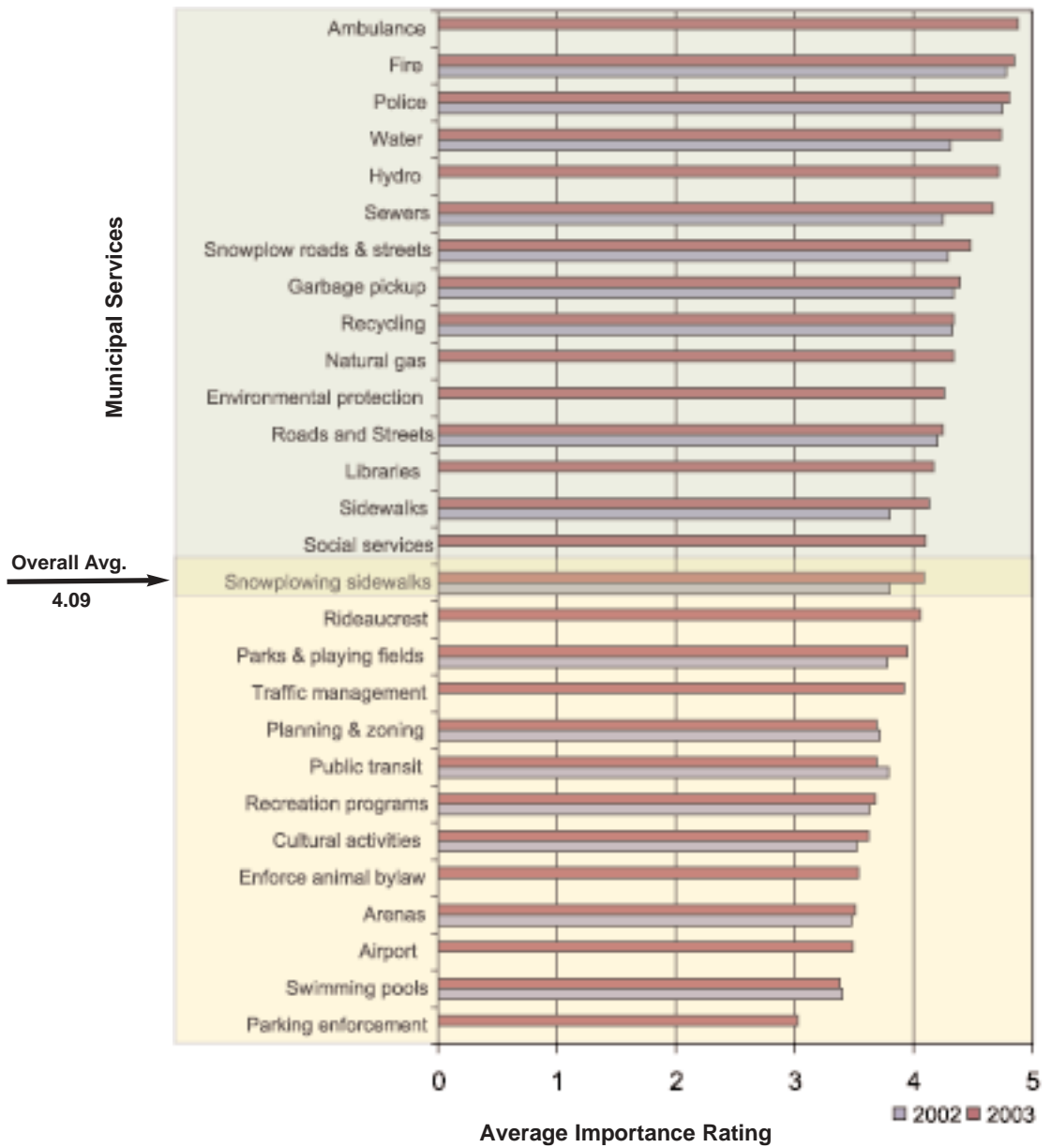


Figure 1: Average Importance Rating of City of Kingston Municipal Services as Rated by Respondents of City of Kingston Citizens' Telephone Survey in 2002 and 2003. Those services whose ratings are above the overall average for 2003 appear in green. Those that are below appear in yellow.

Quality of Services

The second series of questions dealt with the quality level that respondents attached to these same municipal services. **Figure 2** shows the average quality rating for each of the 28 municipal services surveyed in 2003, the average quality rating for each of the 17 municipal services that were surveyed in 2002, as well as the average quality rating for each of the 13 municipal services that were surveyed in 2001.

Twelve of the seventeen services that were rated in both years were rated higher in 2003, while only five showed a decline in rating. None of the changes were particularly large — all were within the 5% margin of error for the poll.

The overall average Quality Rating for all of the 28 services that were surveyed in 2003 was 3.55.

The overall average shows us the most typical case and where other data points — or, in this case, services — lie in relation to it; ie: services in the City of Kingston typically rate 3.55 out of 5 on average in terms of quality. We now have a common reference point that we can use to describe our data from year to year.

Those services whose average rating is above the overall average rating for 2003 appear in green in **Figure 2**, and those services whose average rating is below the overall average for 2003 appear in yellow in **Figure 2**.

It is important to remember that respondents were asked to provide their subjective assessment of the quality of a service. Those directly involved in providing the service might be able to offer other objective evidence that the quality of the service has changed as measured by funds spent on the service, quantity of the service provided, or other objective measures. These measures might well provide relevant information, but citizens' perceptions are important as well.

This report also needs to be considered in perspective by comparing it to similar studies in other jurisdictions. Evidence from surveys in other municipalities indicates that the public generally ranks fire service very high. Firefighters risk their lives for the good of the community, and there is no negative side to firefighting, unlike the police, who also risk their lives for the public, but give out traffic tickets as well. Similar studies indicate that planning and zoning generally have a low ranking with citizens.

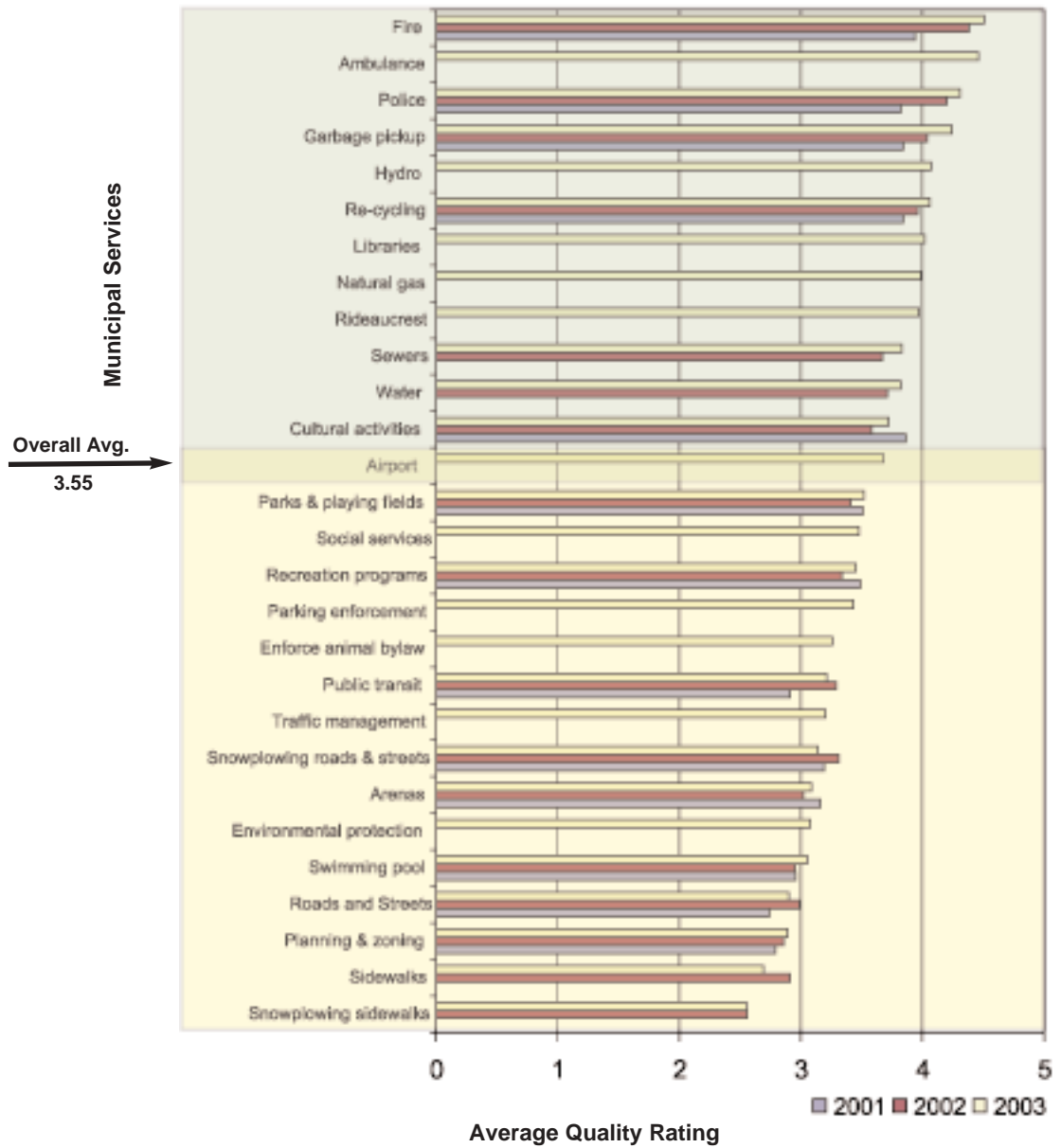


Figure 2: Average Quality Rating of City of Kingston Municipal Services as Rated by Respondents of City of Kingston Citizens' Telephone Survey in 2001, 2002 and 2003. Those services whose ratings are above the overall average for 2003 appear in green. Those that are below appear in yellow.

Relationship Between Importance/Quality Ratings

When the results from the questions regarding importance of services and quality of services are standardized for comparative purposes, they can be plotted together in order to provide a broader picture of citizens' views of municipal services. (A tabulation of these standardized results as well as a brief explanation of how they were achieved are available upon request.) **Figure 3** compares the average Quality Rating to the average Importance Rating. This provides us with an opportunity to establish priorities for improvements. For example, services that rated high importance but low quality should be given priority for action because they represent the greatest opportunity for improvement.

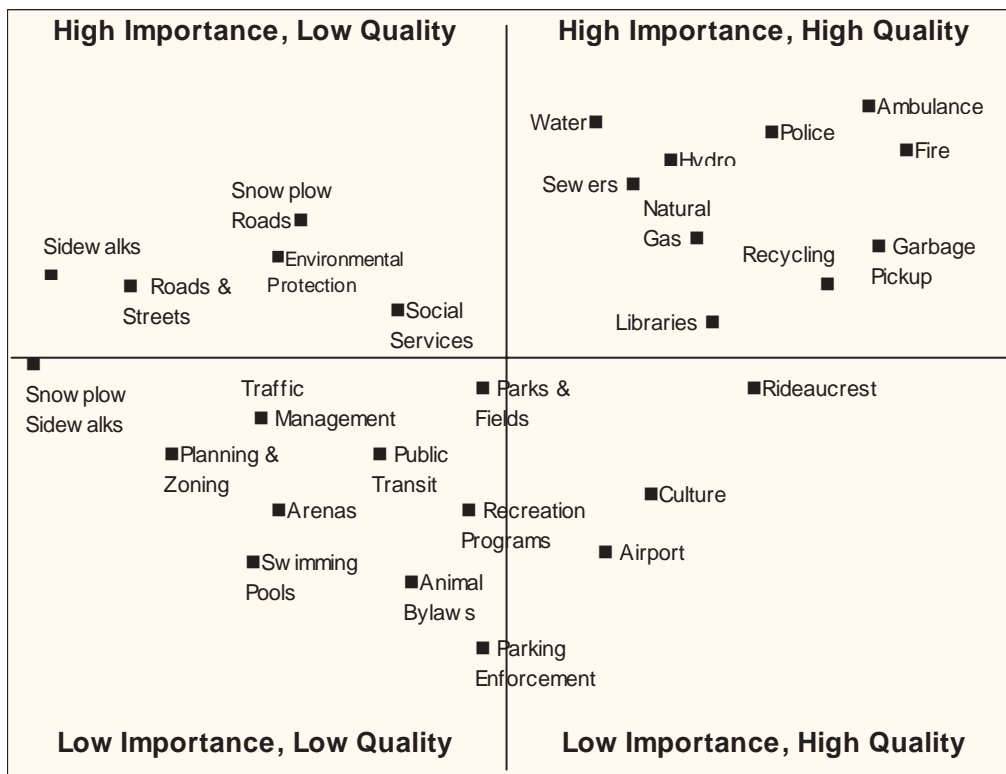


Figure 3: Standardized Importance Scores and Standardized Quality Scores of City of Kingston Municipal Services Plotted in Relation to a Common Standardized Mean.

Contacts with City Councillors

The next three questions dealt with the experience of respondents in contacting their City Councillor. Approximately 18% (76 of 411) of those surveyed responded positively to the question: “Have you attempted to contact your municipal Councillor within the last year?” This percentage was slightly lower than the comparable figure in 2002 (19%). **Table 1** shows the method of contact used by those respondents who answered “yes” to the above question. This table indicates that for both years more respondents answered the question about the method of contact than said they attempted to contact their City Councillor. This is because respondents were first asked to indicate whether or not they had contacted their City Councillor and then were asked to choose all methods of contact that applied i.e. a particular respondent could have had multiple contacts with their Councillor and/or used multiple methods. In both years, most constituents used the telephone, and the second most common method of contact was e-mail.

Table 1: Method of Contact used (in Percentages and Total Numbers) by Respondents of the City of Kingston Citizens’ Telephone Survey who Contacted Their City Councillor for 2002 and 2003.

	2003	2002
Telephone call	56 (65.1%)	70 (59.8%)
E-mail	14 (16.3%)	18 (15.4%)
Personal visit	12 (14.0%)	15 (12.8%)
Other	4 (4.7%)	14 (12.0%)
Total	86	117

The next question dealt with convenience of contacting one’s City Councillor. **Table 2** shows the number of responses by category to the question “How convenient was it to contact your City Councillor?” The answers indicate a high degree of satisfaction with the ability to contact City Councillors. However, there has been a shift over the year. While the total “very easy” plus “easy” responses remained the same, there was a shift to fewer people characterizing the contact as very easy. A similar shift occurred on the difficult side. A higher percentage found it very difficult rather than merely difficult.

Table 2: Numbers of Respondents (in Percentages and Total Numbers) of the City of Kingston Citizens' Telephone Survey, by Category, Rating the Convenience of Contacting Their City Councillor for 2002 and 2003.

	2003	2002
Very easy	31 (39.7%)	60 (51.3%)
Easy	32 (41.0%)	35 (29.9%)
Difficult	4 (5.1%)	12 (10.3%)
Very difficult	11 (14.1%)	10 (8.5%)
Total	78	117

Contact with Municipal Offices

The next group of questions dealt with citizens' ability to contact the municipal offices. Slightly more than 40% (164 of 408) of those surveyed stated that they had attempted to contact the municipal offices,¹ which was slightly higher than the percentage in 2002. **Table 3** shows the method(s) of contact used by those who answered "yes" to the above question. This table indicates that for both years more respondents answered the question about the method of contact than said they attempted to contact their municipal office. This is because respondents were first asked to indicate whether or not they had contacted their municipal office and then were asked to choose all methods of contact that applied — i.e. a particular respondent could have had multiple contacts with their municipal office and/or used multiple methods. The main method, which has not changed from the previous year, was a telephone call. When personal visits are added to this, they constitute virtually all contacts. Interestingly, virtually no one reported using e-mail to contact the municipal office, and this has not changed from the previous year. The low use of e-mail varies from the method of contacting City Councillors.

Table 3: Method of Contact used (In Percentages and Total Numbers) by Respondents of the City of Kingston Citizens' Telephone Survey Who Attempted to Contact A Municipal Office in 2002 and 2003.

	2003	2002
Telephone call	138 (80.7%)	164 (74.2%)
Personal visit	28 (16.4)	51 (23.1%)
e-mail	4 (2.3)	4 (1.8%)
Other	1 (0.6)	2 (0.9%)
Total	171	221

Table 4 shows the average Quality Rating for services offered from municipal buildings in the City of Kingston. Respondents to the survey were asked to rate General Service Quality as offered from municipal offices in the City of Kingston. These questions were asked of all respondents even those who had not tried to contact a municipal office in the last year. This is because respondents to this question are able to base their response on general knowledge

¹ There is a substantial literature on this kind of "contacting" question that indicates that there can be variability in the responses. First, it is quite possible that some people forget about contacts. Second, there can be definitional problems, for example, does dropping your property tax payments in a slot or handing it to a clerk constitute a "contact"?

rather than experience. For example, it is not necessary to have actually contacted a municipal building to have a perception of the quality of services that are offered there. The final question which relates specifically to City Hall would have to involve actual contact with City Hall. In every category, the perception of service quality is rated higher in 2003 than in 2002.

Table 4: Average Quality Rating of Services Offered From a Municipal Building Rated by Respondents of City of Kingston Citizens' Telephone Survey in 2002 and 2003. (Scale: 1=low quality to 5=high quality)

	2003	2002
Hours of operation	3.68 <small>(n = 165)</small>	3.63 <small>(n = 269)</small>
Ease of locating appropriate person	3.12 <small>(n = 165)</small>	2.96 <small>(n = 280)</small>
Ease of obtaining necessary information	3.28 <small>(n = 167)</small>	3.05 <small>(n = 277)</small>
Service at City Hall	3.53 <small>(n = 159)</small>	3.33 <small>(n = 269)</small>

n = number of respondents

Respondents were also asked if they had visited the City's Web site. Responses indicated that 199 of 417 (47.8%) respondents had visited the Web site, which was down from the previous year's figure of 52.6%.

Contact with Utilities Kingston

This year, for the first time, a series of questions was asked about respondents' contacts with Utilities Kingston. Of the 351 respondents served by Utilities Kingston, 137 (38.9%) respondents had attempted to contact Utilities Kingston in the past year. This was a slightly lower percentage than those attempting to contact the municipal office.

Table 5 indicates that the main method of contact was a telephone call, which when combined with personal visits constitute virtually all contacts. This table also indicates that more respondents answered the question about the method of contact than said they attempted to contact Utilities Kingston. This is because respondents were first asked to indicate whether or not they had contacted Utilities Kingston and then were asked to choose all methods of contact that applied i.e. a particular respondent could have had multiple contacts with Utilities Kingston and/or used multiple methods.

Table 5: Method of Contact used (In Percentages and Total Numbers) by Respondents of the City of Kingston Citizens' Survey Who Contacted Utilities Kingston in 2003.

	2003
Telephone call	127 (88.2%)
Personal visit	14 (9.7%)
e-mail	1 (0.7%)
Other	2 (1.4%)
Total	144

Table 6 shows the average quality rating for services offered by Utilities Kingston. Respondents were asked to rate the level of quality of Utilities Kingston’s services on a scale of 1 to 5, with 1 being low quality and 5 being high quality.

Table 6: Average Quality Rating of Service Offered by Utilities Kingston Rated by Respondents of City of Kingston Citizens’ Telephone Survey in 2003. (Scale: 1= low quality to 5= high quality)

	2003
Hours of operation	3.93 (n = 142)
Ease of locating appropriate person	3.53 (n = 140)
Ease of obtaining necessary information	3.62 (n = 140)
Quality of service you received on your most recent visit to Utilities Kingston.	3.82 (n = 142)

n = number of respondents

Citizens' Knowledge of Local Government

The next group of questions focused on respondents' knowledge of local government and the source of that information. Respondents were asked if they knew the name of the current Mayor of the City and at least one City Councillor. 80% of respondents (337 of 421) were able to name the Mayor, while only 35% of respondents (149 of 422) said that they know who their district Councillor was. Both of these figures are similar to last year's results.

Table 7 shows the number of respondents who watch Kingston City Council meetings on television and with what frequency. It is important to note that of the 244 respondents who indicated they never watch Council on cable television; an unidentified number of those respondents may not subscribe to cable television and therefore will likely always respond never.

Table 7: Numbers of Respondents (in Percentages and Total Numbers) of the City of Kingston Citizens' Telephone Survey Indicating the Frequency with Which they Watch City Council Meetings On Cable Television.

	2003
Every week	30 (7.1%)
Once per month	62 (14.6%)
3-4 times per year	89 (20.9%)
Never	244 (57.4%)
Total	425

Attachment to the City of Kingston

The new City of Kingston has been in existence for just over five years. Respondents were asked about the strength of their sense of attachment to the new City. **Table 8** shows the number of respondents by category in response to questions regarding their sense of attachment to the City of Kingston. More respondents indicated a medium sense of attachment than a strong sense of attachment, however a strong majority of respondents (74% of respondents) feel a strong or medium sense of attachment to the City of Kingston.

Table 8: Numbers of Respondents of the City of Kingston Citizens' Telephone Survey, by Category, Rating Their Sense of Attachment to The City of Kingston.

	2003
Strong sense of attachment	135 (31.7%)
Medium sense of attachment	180 (42.3)
Weak sense of attachment	83 (19.5)
No sense of attachment	28 (6.6)
Total	426

These results can be contrasted in relation to some of the similar questions that were asked in previous surveys. In the 2002 survey, almost 50% of respondents (199 of 414) responded in the affirmative to the question: "Do you now think of your community as the new City of Kingston?" This is an increase from the 38.3% who responded in the affirmative in the 2001 survey.

While the 2003 question was stated somewhat differently, there is evidence that the level of attachment to the new City of Kingston is growing over time.

Demographic Information

The tables below (**Tables 9-12**) summarize demographic information about those surveyed. These were compared to existing demographic data in order to ensure that the sample was representative.

Table 9: Length of Residence in Kingston

Less than 3 years	12.2%
3-10 years	21.4%
More than 10 years	66.4%

Number of respondents = 425

Table 10: Tenancy Status

Own home	67.3%
Rent	32.0%
Other	0.7%

Number of respondents = 425

Table 11: Age Distribution of Respondents

18-24	10.6%
25-44	30.5%
45-64	38.7%
65 and over	20.2%

Number of respondents = 426

Table 12: Gender Distribution of Respondents

Female	55.8%
Male	44.2%

Number of respondents = 414

Conclusion

The third annual City of Kingston Citizens' Survey revealed many similar attitudes and perceptions as previous surveys. For example, Fire Services and Police Services are still considered some of the most important services and are still given very high ratings in terms of quality. Ambulance Service, another emergency service, was included in this survey for the first time, and, not surprisingly, was also given a very high rating. These services were followed by what are typically regarded as the hard services — water, sewer, roads, garbage pickup. Recreation and culture were ranked the least important as compared to the protective and hard service groupings. Although there were some changes of attitude over the three-year period, most changes were fairly small. No service ratings experienced remarkable change in terms of either importance or quality among years.

This year, when the relationship between the level of importance of the service and the perceived level of quality of service was examined, more focus was placed on the gap between importance and quality. This information allows the City of Kingston to identify the services that are viewed as most important by residents, but may not be achieving a corresponding high level of quality. This in turn provides the City of Kingston with an opportunity to establish priorities for improvements.

A fairly low percentage of respondents attempted to contact their City Councillors. Most who did, used the telephone, and were satisfied that it was fairly easy to contact their Councillor. A higher percentage of people attempted to contact the municipal offices. Again, most used traditional methods of phone and walk-in contact, and indicated a somewhat average rating of the quality and convenience of services there.

For the first time in this survey, questions regarding Utilities Kingston were asked. Generally, its quality of service was viewed as the same or slightly better than those offered at other municipal offices.

Respondents' knowledge of local government was mixed. A high percentage of respondents knew the name of the Mayor, but a much lower percentage knew the name of their local Councillor. More than 42% of the respondents indicated they watch Council proceedings on cable television at least 3-4 times a year. It is possible that a lack of access to cable television is affecting these rates, however, it seems that broadcasting City Council meetings on the local cable channel is an effective and convenient way for residents to access information regarding Council decisions.

Five years after amalgamation almost three-fourths of local residents professed either a strong or medium attachment to the City. It is always difficult to create a new City, and this was particularly difficult in Kingston given the strong feelings of support for the previous municipalities. The survey results indicate that a substantial majority of residents now consider the City of Kingston as their community.

Statistical Tables

Table A.3: Citizens' Perceptions of Level of Importance.
(Scale: 1 = lowest; 5 = highest)

	2003	2002
Ambulance	4.88 (n = 433)	
Fire	4.85 (n = 432)	4.78 (n = 576)
Police	4.81 (n = 434)	4.75 (n = 576)
Water	4.74 (n = 314)	4.31 (n = 542)
Hydro	4.72 (n = 295)	
Sewers	4.67 (n = 298)	4.25 (n = 528)
Snowplowing of roads and streets	4.48 (n = 434)	4.29 (n = 574)
Garbage pick-up	4.39 (n = 431)	4.34 (n = 575)
Re-cycling	4.34 (n = 430)	4.33 (n = 570)
Natural gas	4.34 (n = 281)	
Environmental Protection	4.26 (n = 429)	
Roads and Streets	4.25 (n = 434)	4.20 (n = 576)
Libraries	4.17 (n = 429)	
Sidewalks	4.13 (n = 430)	3.80 (n = 562)
Social Services	4.10 (n = 425)	
Snowplowing of sidewalks	4.09 (n = 428)	3.80 (n = 561)
Rideaucrest	4.06 (n = 413)	
Parks and playing fields	3.95 (n = 426)	3.78 (n = 565)
Traffic management	3.92 (n = 432)	
Public transit	3.69 (n = 419)	3.79 (n = 559)
Planning and zoning	3.69 (n = 425)	3.72 (n = 554)

	2003	2002
Recreation programs	3.68 (n = 427)	3.63 (n = 559)
Cultural activities	3.62 (n = 427)	3.52 (n = 564)
Enforcement of animal control bylaws	3.54 (n = 431)	
Arenas	3.51 (n = 425)	3.48 (n = 557)
Airport	3.49 (n = 422)	
Swimming pools	3.38 (n = 424)	3.40 (n = 552)
Parking enforcement	3.03 (n = 429)	

n = number of respondents

Table A.3: Citizens' Perception of Current Service Quality
(1=lowest; 5=highest)

	2003	2002	2001
Fire	4.51 (n = 392)	4.38 (n = 544)	3.94 (n = 518)
Ambulance	4.46 (n = 379)		
Police	4.31 (n = 402)	4.20 (n = 554)	3.82 (n = 552)
Garbage pick-up	4.24 (n = 424)	4.04 (n = 564)	*3.84 (n = 575)
Hydro	4.07 (n = 274)		
Re-cycling	4.06 (n = 420)	3.96 (n = 566)	*3.84 (n = 575)
Libraries	4.02 (n = 397)		
Natural gas	3.99 (n = 224)		
Rideaucrest	3.97 (n = 247)		
Sewers	3.83 (n = 278)	3.67 (n = 495)	
Water	3.82 (n = 307)	3.71 (n = 523)	
Cultural activities	3.72 (n = 375)	3.58 (n = 511)	3.86 (n = 520)

	2003	2002	2001
Airport	3.68 (n = 331)		
Parks and playing fields 3.52	3.41 (n = 376)	3.51 (n = 508)	(n = 497)
Social services	3.48 (n = 308)		
Recreation programs	3.45 (n = 329)	3.34 (n = 450)	3.49 (n = 456)
Parking enforcement	3.43 (n = 395)		
Enforcement of animal control bylaws	3.26 (n = 335)		
Public transit	3.21 (n = 337)	3.29 (n = 497)	2.91 (n = 472)
Traffic management	3.20 (n = 420)		
Snowplowing of roads and streets	3.14 (n = 429)	3.31 (n = 567)	3.19 (n = 579)
Arenas	3.09 (n = 324)	3.02 (n = 441)	3.16 (n = 432)
Environmental protection	3.08 (n = 357)		
Swimming pools	3.05 (n = 299)	2.95 (n = 437)	2.96 (n = 400)
Roads and Streets	2.90 (n = 425)	2.99 (n = 569)	2.74 (n = 580)
Planning and zoning	2.89 (n = 346)	2.86 (n = 483)	2.79 (n = 449)
Sidewalks	2.69 (n = 411)	2.91 (n = 542)	
Snowplowing of sidewalks	2.55 (n = 408)	2.56 (n = 542)	

n = number of respondents

* Asked as one question in 2001