



# Review of Services City of Kingston

September 15, 2004  
Ontario East Municipal Conference  
Presenter: Sheila Hickey



## Designing the Program

### Make or Break Issues

- ✓ Avoiding False starts
- ✓ Support of Council
- ✓ Staff & Union acceptance
- ✓ Public support
- ✓ Results oriented





## ✓ Avoiding False Starts

- Clarity of Purpose
- Realistic Scope
- Effective Communications
- Adequate Resources



## ✓ Support of Council

- Ensure open, transparent process
- Employee and Public consultation
- Clarify the role of Council
- Ensure appropriate decision points are identified and followed





## ✓ Staff & Union Acceptance

- Communicate,  
Communicate,  
Communicate
- Build staff opinion into  
data to be considered  
for final  
recommendation



## ✓ Public Support

- Engage in true public consultation
- Design consultation process that  
encourages participation
- Build public opinion into data to be  
considered for final recommendation





## ✓ Results Oriented

- Start with a limited number of services to test your process
- Involve staff from across the organization
- Implement the approved plan on time, on budget



## First Things First

Two-phased approach to answer:

### Phase 1

*Which services and programs should the municipality be providing?*

Focus first on understanding and confirming what community objectives we are trying to achieve through the delivery of a service.

---

### Phase 2

*What level of service should be provided?  
How those services should be provided?*

Only then do we consider how we could improve the service to better meet the identified objectives.



## **The Process**

- Gather service data
- Gather staff & public opinion of data
- Analyze service & opinion data
- Draft recommendations
- Consult staff and public on draft recommendations
- Develop final recommendations
- Receive Council direction
- Implement direction to either exit or improve service area



## **Service Data**

Define the purpose or intent of service

Determine to what extent the service helps us fulfill our community objectives

Define how the service is currently delivered



## **Community Objectives**

- Public Health & Safety
- Environmental Sustainability
- Wealth Redistribution
- Program & Service Accessibility
- Economic Sustainability
- Community Development



## **Putting It Together**

### Analysis

- Identify gaps between intent and current delivery practices

### Recommendations

- Recommend service be discontinued
- Identify other options to fulfill community objectives
- Recommend ways service can be improved to better fulfill community objectives



## **Advice to Others**

- Never underestimate the value of project management
- Involve staff to gain buy-in and transfer knowledge
- Encourage and welcome public participation
- Keep an open mind – no predetermined outcome



## **Questions?**

Additional information is available at:  
[www.cityofkingston.ca](http://www.cityofkingston.ca)