

# CITY OF WHITEHORSE

## COUNCIL POLICY

**POLICY:** CITY SERVICES

**PURPOSE:** To establish criteria by which Council determines the City's essential functions, important services and discretionary programs to define the scope of the services agenda, make resource allocations and guide day-to-day operations for external services provided to the public and internal systems done within the organization.

**AUTHORITY:** Council Resolution 2008-19-09 passed September 8, 2008  
Amended by Resolution 2009-09-03 passed April 27, 2009  
Amended by Resolution 2010-13-05 passed July 26, 2010

### **CITY SERVICES POLICY**

#### **DEFINITIONS**

**Essential Functions** are functions that the municipality must provide to meet strategic needs and obligations

**Important Services** are discretionary programs that should be provided to address strategic needs and directions depending on available resources

**Core Budget** would be for Essential Functions and Important Services together

**Discretionary Programs** are activities, services and programs that the municipality may provide depending on available resources

#### **CRITERIA**

The **criteria** (Tables 1 & 2) constitute ten evaluation factors used in determining essential services versus discretionary programs.

The **rating scale** provides a guide for making policy decisions regarding the status of existing and proposed services. Scores over 22 are technically deemed essential functions, and less than 18 are discretionary programs while results between 18 and 22 require political direction to determine their status.

#### **SERVICES LIST**

The **Services List** (Table 3) should be reviewed by Council as a preamble to the annual strategic planning and budget processes. Services List Detail is provided in Table 4

More **specific services** can be analyzed using the same criteria. For example, Fire Services can be split into Fire Suppression & Fire Prevention and Education with different results

**New service requests** should be assessed using the established criteria to classify them as Essential Functions, Important Services, or Discretionary Programs.

Table 1  
**EXTERNAL SERVICES REVIEW CRITERIA**

<b>FOCUS/Criteria - Notes</b>		<b>SCORE</b>
<b>1. REGULATORY OBLIGATION</b>		
H	<b>Legislated Duty</b> - required by law to provide	H - 3
M	<b>Implied Responsibility</b> - inherent in delegated responsibilities	M - 2
L	<b>Enabling Provisions</b> – legislation permits activities in the area	L - 1
<b>2. PUBLIC BENEFIT</b>		
H	<b>Public Interest</b> - all citizens derive benefit	H - 3
M	<b>Mixed Interest</b> - all citizens may derive benefit	M - 2
L	<b>Private Interest</b> - specific citizens benefit	L - 1
<b>3. COST RECOVERY POTENTIAL</b>		
H	<b>Tax Base</b> - low potential for user recovery	H - 3
M	<b>Mixed</b> - % of taxes and cost recovery	M - 2
L	<b>Cost Recovery</b> - high potential for user cost recovery	L - 1
<b>4. ALTERNATE PROVIDER</b>		
H	<b>Limited</b> - no other providers	H - 3
M	<b>Some</b> - potential providers	M - 2
L	<b>Many</b> - existing providers	L - 1
<b>5. HEALTH AND SAFETY</b>		
H	<b>Public Safety</b> - life/death	H - 3
M	<b>Public Health</b> - sickness	M - 2
L	<b>Well Being</b> - lifestyle	L - 1
<b>6. QUALITY OF LIFE</b>		
H	<b>Liveable Community</b> - orderly/sustainable	H - 3
M	<b>Community Image/Aesthetic</b> - visual impact	M - 2
L	<b>Community Pride</b> – feeling generated among citizens and others	L - 1
<b>7. MUNICIPAL POLICY</b>		
H	<b>Bylaw</b> - through public hearing process	H - 3
M	<b>Policy</b> - Council resolution	M - 2
L	<b>Guideline</b> - suggested or the practice	L - 1
<b>8. PUBLIC NEED</b>		
H	<b>Community at Large</b> – most citizens	H - 3
M	<b>Multiple Interests</b> – many citizens or interests	M - 2
L	<b>Vested Interest</b> – minority advocacy	L - 1
<b>9. INTERAGENCY OBLIGATION</b>		
H	<b>Regulated</b> - legislated cooperation	H - 3
M	<b>Agreement</b> - contractual arrangement	M - 2
L	<b>Practice</b> – traditional	L - 1
<b>10. STRATEGIC</b>		
H	<b>Direct</b> – achieves City goals and priorities	H - 3
M	<b>Indirect</b> – foundation for several City goals and priorities	M - 2
L	<b>Capacity building</b> – helps other organizations to achieve goals	L - 1

Table 2  
**INTERNAL SYSTEMS REVIEW CRITERIA**

FOCUS/Criteria – Notes	SCORE
<b>1. REGULATORY OBLIGATION</b> <b>H</b> Legislated – duly required by legislation <b>M</b> Bylaw/Policy – Council approval <b>L</b> Procedure – management endorsement	H – 3 M – 2 L - 1
<b>2. CONTRACTUAL OBLIGATION</b> <b>H</b> Negotiated Agreement – documented commitment <b>M</b> Acknowledgement – verbal commitment <b>L</b> Practice – historical commitment	H – 3 M – 2 L - 1
<b>3. PROCEDURAL CERTAINTY</b> <b>H</b> Essential – absolutely needed to ensure consistency <b>M</b> Required – helps to achieve consistency <b>L</b> Useful – promotes enhanced consistency	H – 3 M – 2 L - 1
<b>4. GOOD PERFORMANCE</b> <b>H</b> Organization – maximize overall performance <b>M</b> Function – maximize unit or team performance <b>L</b> Individual – maximize individual performance	H – 3 M – 2 L - 1
<b>5. GOOD SYSTEMS</b> <b>H</b> Organization – links all organizational functions <b>M</b> Functional – links numerous services <b>L</b> Individual – links numerous activities	H – 3 M – 2 L - 1
<b>6. RISK MANAGEMENT</b> <b>H</b> Legal – exposure to legal liabilities <b>M</b> Financial – exposure to financial risks <b>L</b> Credibility – organizational reputation	H – 3 M – 2 L - 1
<b>7. POSITIVE WORK ENVIRONMENT</b> <b>H</b> Safety – workplace safety <b>M</b> Wellness – individual physical and mental health <b>L</b> Spirit – morale of organizational members	H – 3 M – 2 L - 1
<b>8. PRODUCTIVITY</b> <b>H</b> Economies – realized economies of scale <b>M</b> Efficiency – better way of doing things <b>L</b> Enhancement – future productivity	H – 3 M – 2 L - 1
<b>9. STRATEGIC DIRECTION</b> <b>H</b> Council – linkage to overall strategic plan <b>M</b> Functional – linkage to Department strategic plan <b>L</b> Team – linkage to work programs	H – 3 M – 2 L - 1
<b>10. PARTNERSHIPS</b> <b>H</b> External – leverage/cooperation with external organizations <b>M</b> Organizational – leverage cooperation within organizational units <b>L</b> Teams – promote cooperation among organizational members	H – 3 M – 2 L - 1

Table 3  
**SERVICES LIST**

<b>ESSENTIAL FUNCTIONS (MUST)</b>	<b>IMPORTANT SERVICES (SHOULD)</b>	<b>DISCRETIONARY PROGRAMS (MAY)</b>
<b>PROTECTIVE SERVICES</b> <ul style="list-style-type: none"> <li>• Fire Suppression</li> <li>• Emergency Response (Non-fire)</li> <li>• Emergency Measures Preparedness</li> </ul>	<ul style="list-style-type: none"> <li>• Fire Prevention &amp; Education</li> <li>• Bylaw Enforcement/Regulatory</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>MUNICIPAL SERVICES</b> <ul style="list-style-type: none"> <li>• Roads/Sidewalks</li> <li>• Water Treatment/Distribution</li> <li>• Storm Water</li> <li>• Waste Water Management</li> <li>• Solid Waste Collection &amp; Disposal</li> </ul>	<ul style="list-style-type: none"> <li>• Waste Diversion</li> <li>• Public Facilities Maintenance</li> <li>• Protection of Environmental Areas</li> <li>• Fleet &amp; Equipment</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Community Beautification</li> <li>• Outdoor Facility Maintenance</li> <li>• Mosquito Control</li> <li>•</li> </ul>
<b>COMMUNITY SERVICES</b> <ul style="list-style-type: none"> <li>• Community Land Use Planning</li> <li>• Development Control</li> <li>• Cemetery Operations</li> </ul>	<ul style="list-style-type: none"> <li>• Canada Game Centre / Indoor Facilities</li> <li>• Transit</li> <li>• Building Permits / Inspections</li> <li>• Cemetery Maintenance</li> <li>• Tourism Marketing</li> <li>• Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>• Recreation Programs</li> <li>• Arts &amp; Culture</li> <li>• Community Group Support</li> <li>• Special Events</li> <li>• Heritage Programs</li> <li>• Parks Maintenance</li> </ul>
<b>CORPORATE SERVICES</b> <ul style="list-style-type: none"> <li>• Corporate</li> <li>• Accounting/Finance</li> <li>• Council Services</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources</li> <li>• Information Systems</li> <li>• Communications</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

Table 4  
**DETAILED SERVICES LIST**  
 (\*E – Essential, I – Important, D – Discretionary)

<b>1.0 PROTECTIVE SERVICES</b>			
SERVICE ACTIVITIES *	EXPECTATIONS/STANDARDS	ANALYSIS	ADJUSTMENT
<b>1.1 FIRE SUPPRESSION</b> <u><b>ESSENTIAL</b></u> <ul style="list-style-type: none"> <li>• Training/Certification (E)</li> <li>• Equipment acquisition and maintenance (E)</li> <li>• Staffing recruitment and retention (E)</li> </ul>	<ul style="list-style-type: none"> <li>• Train to NFPA standards</li> <li>• Purchase &amp; maintain to NFPA and OHS</li> <li>• Volunteer recruitment and retention, 30 volunteers</li> <li>• Career "sufficient" to meet best practices and OHS</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity – Estimate under-staffed</li> </ul>	
<b>1.2 FIRE PREVENTION / EDUCATION</b> <u><b>IMPORTANT</b></u> <ul style="list-style-type: none"> <li>• Inspections &amp; Plan Reviews &amp; Enforcement (E)</li> <li>• Public Education &amp; Awareness (I)</li> <li>• Pre-Emergency Planning (D)</li> <li>• Burn Permits (D)</li> </ul>	<ul style="list-style-type: none"> <li>• Building adhere to National Fire Code</li> <li>• Reduced property loss and injury</li> <li>• Increase effectiveness and efficiency safety</li> <li>• Reduction in calls through controlled burning</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity - Adequate</li> </ul>	
<b>1.3 EMERGENCY RESPONSE</b> <b>(non-fire)</b> <u><b>ESSENTIAL</b></u> <ul style="list-style-type: none"> <li>• Hazmat; MVA; Rescue; Other (E)</li> <li>• Training/Certification (E)</li> <li>• Equipment acquisition and maintenance (E)</li> <li>• Staffing recruitment and retention (E)</li> </ul>		<ul style="list-style-type: none"> <li>• Capacity – Estimate under staffed</li> </ul>	
<b>1.4 EMERGENCY MEASURES / PREPAREDNESS</b> <u><b>ESSENTIAL</b></u> <ul style="list-style-type: none"> <li>• Preparation of Plan (E)</li> <li>• Test of Plan (E)</li> <li>• EMO Response (including co-ordination) (E)</li> </ul>	<ul style="list-style-type: none"> <li>• Plan is current and reviewed</li> <li>• Tested regularly</li> <li>• Reduction of property loss &amp; disruption &amp; injury/casualties</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity – Adequate, no standby staff</li> </ul>	
<b>1.5 BYLAW ENFORCEMENT / REGULATORY</b> <u><b>IMPORTANT</b></u> <ul style="list-style-type: none"> <li>• Training / Certification (I)</li> <li>• Writing Effective Bylaws (I)</li> <li>• Public Education(I)</li> <li>• Investigation of complaints (I)</li> </ul>	<ul style="list-style-type: none"> <li>• Consistency</li> <li>• Timely response</li> <li>• Fair</li> <li>• Visible</li> <li>• Complaint driven</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity – Estimate under-staffed</li> </ul>	
<b>1.6 DEVELOPMENT CONTROLS</b> <u><b>ESSENTIAL</b></u>			

<b>2.0 COMMUNITY SERVICES</b>			
<b>SERVICE ACTIVITIES *</b>	<b>EXPECTATIONS/STANDARDS</b>	<b>ANALYSIS</b>	<b>ADJUSTMENT</b>
<b>2.1 RECREATION PROGRAMS</b> <u><b>DISCRETIONARY</b></u> <ul style="list-style-type: none"> <li>• Camps (D)</li> <li>• Fitness/Wellness (D)</li> <li>• Advertising (D)</li> <li>• Learn / hot to (D)</li> <li>• Education (D)</li> </ul>	<ul style="list-style-type: none"> <li>• % of population involved/participating</li> <li>• All ages</li> <li>• Reduce socio-economic barriers (accessible)</li> <li>• Safety/quality of instruction</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting the demand, demand is trending higher</li> <li>• People don't want to pay true cost (subsidy %)</li> <li>• 'Public good' appreciation</li> <li>• Health and wellness – benefit recognized</li> </ul>	
<b>2.2 ARTS &amp; CULTURES PROGRAMS</b> <u><b>DISCRETIONARY</b></u> <ul style="list-style-type: none"> <li>• Provide funding grants (D)</li> <li>• Art purchase (D)</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Viability</li> <li>• Value added</li> <li>• Home grown element</li> </ul>	<ul style="list-style-type: none"> <li>• Amount of funds available</li> <li>• High demand by community</li> <li>• Recognition expectations</li> <li>• Diverse, equitable distribution required</li> </ul>	
<b>2.3 COMMUNITY GROUP SUPPORT</b> <u><b>DISCRETIONARY</b></u> <ul style="list-style-type: none"> <li>• Provide funding (D)</li> <li>• Leadership training (D)</li> <li>• Facilitation – scheduling, initiatives (D)</li> <li>• Advisory services (D)</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Viability</li> <li>• Value added</li> <li>• Self-sufficiency (support down)</li> </ul>	<ul style="list-style-type: none"> <li>• Groups expect high level of support</li> <li>• Reduced funds available</li> <li>• More groups asking for money and resources</li> </ul>	
<b>2.4 SPECIALS EVENTS</b> <u><b>DISCRETIONARY</b></u> <ul style="list-style-type: none"> <li>• Internal/external events (D)</li> <li>• Advisory services (D)</li> <li>• Partnerships/funding source/grants (D)</li> </ul>	<ul style="list-style-type: none"> <li>• Suitability</li> <li>• Value to community</li> <li>• Quality</li> </ul>	<ul style="list-style-type: none"> <li>• Emerging groups, increased demand</li> <li>• High expectations from groups of provision of in-kind from City</li> <li>• Effect on regular community access and day to day operations</li> </ul>	
<b>2.5 ECONOMIC DEVELOPMENT</b> <u><b>IMPORTANT</b></u> <ul style="list-style-type: none"> <li>• Strategic Plan for Economic Development (I)</li> <li>• Yukon Government initiatives (I)</li> <li>• Economic Development DVD, business inquiry (I)</li> </ul>	<ul style="list-style-type: none"> <li>• Following the plan</li> <li>• City inclusion</li> <li>• Communication, inter-governmental</li> </ul>	<ul style="list-style-type: none"> <li>• No dedicated resources to implement</li> </ul>	
<b>2.5 COMMUNITY LAND USE PLANNING</b> <u><b>ESSENTIAL</b></u> <ul style="list-style-type: none"> <li>• Long range planning / vision (E)</li> <li>• OCP implementation (E)</li> <li>• Development planning / review (E)</li> <li>• Land amendments / applications (E)</li> <li>• Mapping resources / GIS (E)</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation / transparency</li> <li>• Affordable and available land</li> <li>• Promote sustainable growth</li> <li>• Decision-making in public interest</li> <li>• Resource for land planning</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate – planning</li> <li>• Under-staffed – enforcement</li> </ul>	
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<p>2.7 <b><u>TRANSIT SERVICES</u></b> <b><u>IMPORTANT</u></b></p> <ul style="list-style-type: none"> <li>• System routes (I)</li> <li>• Specialized system (Handy) (I)</li> </ul>	<ul style="list-style-type: none"> <li>• Reliable, timely</li> <li>• Safe</li> <li>• Accessible</li> <li>• % of community engaged</li> <li>• Always available</li> </ul>	<ul style="list-style-type: none"> <li>• Resources available</li> <li>• Frequency not ideal</li> <li>• Size of service adequate</li> </ul>	
<p>2.8 <b><u>BUILDING PERMIT / INSPECTIONS</u></b> <b><u>IMPORTANT</u></b></p> <ul style="list-style-type: none"> <li>• Inspect &amp; review plans / issue permits (E)</li> <li>• Education / General Advice (D)</li> <li>• Neighbour issue mitigation (D)</li> </ul>	<ul style="list-style-type: none"> <li>• Meet Bylaw/NBC</li> <li>• Timely service</li> <li>• Assistance / advice</li> <li>• Flexibility in solution-finding</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting demand</li> </ul>	
<p>2.9 <b><u>TOURISM MARKETING</u></b> <b><u>IMPORTANT</u></b></p> <ul style="list-style-type: none"> <li>• Global initiatives (I)</li> <li>• Local initiatives (I)</li> <li>• Partnerships local/government (I)</li> </ul>	<ul style="list-style-type: none"> <li>• #'s of tourists/visitors</li> <li>• #'s of tourist businesses engaged</li> <li>• Upward economic impact</li> </ul>	<ul style="list-style-type: none"> <li>• Expectations that municipality provide services</li> <li>• Defined resources</li> <li>• Explore alternatives</li> <li>• Coordination of effort City/Others</li> </ul>	
<p>2.10 <b><u>CANADA GAMES CENTRE / INDOOR RECREATION FACILITIES</u></b> <b><u>IMPORTANT</u></b></p> <ul style="list-style-type: none"> <li>• Provide access (I)</li> <li>• Membership services (I)</li> <li>• Programming schedule of use (I)</li> <li>• Maintain facilities (I)</li> <li>• Promotion (I)</li> <li>• Community event support</li> </ul>	<ul style="list-style-type: none"> <li>• Access equitable for groups and members</li> <li>• Safe / clean</li> <li>• Accessible</li> <li>• Affordable</li> </ul>	<ul style="list-style-type: none"> <li>• Resources available to operate</li> <li>• Capital cost for replacement accounted for</li> <li>• Upward demand by groups, members</li> <li>• Defining role with other businesses</li> <li>• Policy review for operations</li> <li>• Awareness in community re benefits</li> </ul>	
<p>2.11 <b><u>CEMETERY OPERATION</u></b> <b><u>ESSENTIAL</u></b></p>			
<p>2.12 <b><u>CEMETERY MAINTENANCE</u></b> <b><u>IMPORTANT</u></b></p>			
<p>2.13 <b><u>HERITAGE PROGRAMS</u></b> <b><u>DISCRETIONARY</u></b></p>			

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<b>3.0 MUNICIPAL SERVICES</b>			
<b>SERVICE ACTIVITIES *</b>	<b>EXPECTATIONS/STANDARDS</b>	<b>ANALYSIS</b>	<b>ADJUSTMENT</b>
<b>3.1 <u>PARKS MAINTENANCE</u></b> <b><u>DISCRETIONARY</u></b> <ul style="list-style-type: none"> <li>Maintain Parks, playgrounds, trails, green spaces (D)</li> <li>Community Partnerships (D)</li> <li>Public Education (D)</li> <li>Cemetery operations (E)</li> </ul>	<ul style="list-style-type: none"> <li>Manage a policy</li> <li>Clean and safe</li> <li>Aesthetics</li> <li>Timely responses to demands</li> <li>Cemetery administration</li> <li>Meeting legislation</li> <li>Following policy</li> </ul>	<ul style="list-style-type: none"> <li>Aging population</li> <li>Changing demands at cemetery diverge requirements</li> <li>Changing demographics</li> <li>Community demand more diverge</li> </ul>	
<b>3.2 <u>PUBLIC FACILITY MAINTENANCE</u></b> <b><u>IMPORTANT</u></b> <ul style="list-style-type: none"> <li>Repairs and maintenance (I)</li> <li>Upgrades to current building (I)</li> <li>New construction (D)</li> </ul>	<ul style="list-style-type: none"> <li>Meets code requirements</li> <li>Energy efficiency and sustainable building</li> <li>User requirements</li> </ul>	<ul style="list-style-type: none"> <li>Capacity – Estimate under staffed</li> </ul>	
<b>3.3 <u>OUTDOOR FACILITY MAINTENANCE</u></b> <b><u>DISCRETIONARY</u></b>			
<b>3.4 <u>MOSQUITO CONTROL</u></b> <b><u>DISCRETIONARY</u></b> <ul style="list-style-type: none"> <li>Pre-evaluation of sites (D)</li> <li>Application of larvicides (D)</li> <li>Monitoring and control (D)</li> <li>Public awareness (D)</li> </ul>	<ul style="list-style-type: none"> <li>Reduced mosquito annoyance</li> <li>No environment impact</li> </ul>	<ul style="list-style-type: none"> <li>Capacity – adequate</li> </ul>	
<b>3.5 <u>WASTE DIVERSION</u></b> <b><u>IMPORTANT</u></b> <ul style="list-style-type: none"> <li>Recycling grants (D)</li> <li>Curbside collection residential compost (I)</li> <li>Drop off produce / sell compost (D)</li> <li>Recycle drop off (D)</li> <li>Education program (D)</li> </ul>	<ul style="list-style-type: none"> <li>Informed public</li> <li>% of use</li> <li>Increased diversion quality / safe compost</li> </ul>	<ul style="list-style-type: none"> <li>Capacity - adequate</li> </ul>	
<b>3.6 <u>ROADS &amp; SIDEWALK</u></b> <b><u>ESSENTIAL</u></b> <ul style="list-style-type: none"> <li>New roads/sidewalks (E)</li> <li>Upgrading (E)</li> <li>Winter maintenance</li> <li>Summer maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Meet winter/summer maintenance policy</li> <li>Meet city servicing standard and TAC</li> <li>Vehicle and pedestrian mobility</li> </ul>	<ul style="list-style-type: none"> <li>Capacity – adequate</li> </ul>	
<b>3.7 <u>WATER TREATMENT AND DISTRIBUTION</u></b> <b><u>ESSENTIAL</u></b> <ul style="list-style-type: none"> <li>Equipment and infrastructure acquisition and provision (E)</li> <li>Design / review and construction (E)</li> <li>System operation and maintenance (E)</li> </ul>	<ul style="list-style-type: none"> <li>Meet Canadian &amp; Territory water regulations</li> <li>Within water licence requirements</li> <li>High quality potable water</li> <li>Reduced operating costs</li> <li>Trained personnel</li> </ul>	<ul style="list-style-type: none"> <li>Capacity – adequate</li> </ul>	



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<p><b>3.8 <u>WASTEWATER MANAGEMENT</u></b> <b><u>ESSENTIAL</u></b></p> <ul style="list-style-type: none"> <li>• Equipment and infrastructure acquisition and provision (E)</li> <li>• Design / review and construction (E)</li> <li>• System operation and maintenance (E)</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with Federal and Yukon regulations</li> <li>• Mitigate environmental impact</li> <li>• Reduced public complaints</li> <li>• Trained personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity – adequate</li> </ul>	
<p><b>3.9 <u>SOLID WASTE COLLECTION AND DISPOSAL</u></b> <b><u>ESSENTIAL</u></b></p> <ul style="list-style-type: none"> <li>• Collect solid waste (D)</li> <li>• Disposal and landfill operations (E)</li> <li>• Diversion of special waste (I)</li> <li>• Equipment acquisition &amp; maintenance (I)</li> </ul>	<ul style="list-style-type: none"> <li>• Mitigates environmental impact</li> <li>• Reduced operation costs and maximum public benefit</li> <li>• Maximum lifecycle</li> <li>• Meet regulations</li> <li>• Trained personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity - adequate</li> </ul>	
<p><b>3.10 <u>STORM WATER</u></b> <b><u>ESSENTIAL</u></b></p> <ul style="list-style-type: none"> <li>• Equipment and infrastructure acquisition and provision (E)</li> <li>• Design / review and construction (E)</li> <li>• system operation and maintenance (E)</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with Federal and Yukon regulations</li> <li>• Mitigate environmental impact</li> <li>• Reduced public complaints</li> <li>• Trained personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity -adequate</li> </ul>	
<p><b>3.11 <u>PROTECTION OF ENVIRONMENTAL AREAS</u></b> <b><u>IMPORTANT</u></b></p> <ul style="list-style-type: none"> <li>• Provide grants (I)</li> <li>• Land use plans and policies (I)</li> <li>• Protected area enforcement / education (I)</li> <li>• Out 'n' away trails / park enhancement (I)</li> </ul>	<ul style="list-style-type: none"> <li>• Clean / attractive green areas</li> <li>• Habitat protection</li> <li>• Enforcement of detrimental uses</li> <li>• Appropriate future development areas</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity –Estimate under-staffed for enforcement</li> <li>• Others - adequate</li> </ul>	
<p><b>3.12 <u>COMMUNITY BEAUTIFICATION</u></b> <b><u>DISCRETIONARY</u></b></p> <ul style="list-style-type: none"> <li>• Partnerships (D)</li> <li>• Streetscape (D)</li> <li>• Funding community cleanup (D)</li> </ul>	<ul style="list-style-type: none"> <li>• Clean</li> <li>• Aesthetically pleasing</li> <li>• Sustainable</li> </ul>	<ul style="list-style-type: none"> <li>• Trending upward demand for infrastructure</li> <li>• Change in design and implementation</li> </ul>	
<p><b>3.13 <u>FLEET AND EQUIPMENT MANAGEMENT</u></b> <b><u>IMPORTANT</u></b></p> <ul style="list-style-type: none"> <li>• Repair (I)</li> <li>• Maintenance (I)</li> <li>• Acquisition (I)</li> <li>• Disposal (I)</li> </ul>	<ul style="list-style-type: none"> <li>• Safe, effective &amp; efficient to operate</li> <li>• Max lifecycle</li> <li>• Meets user needs</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity – Estimate under staffed</li> </ul>	

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4.0 <b>CORPORATE SERVICES</b>			
SERVICE ACTIVITIES *	EXPECTATIONS/STANDARDS	ANALYSIS	ADJUSTMENT
<b>4.1 ACCOUNTING / FINANCE</b> <b>ESSENTIAL</b> <ul style="list-style-type: none"> <li>Revenue/billing/collections (E)</li> <li>Purchasing &amp; disbursements (E)</li> <li>Payroll (E)</li> <li>Reporting &amp; audit/budget (E)</li> <li>Asset Management and insurance (E)</li> </ul>	<ul style="list-style-type: none"> <li>Accuracy – billings, taxes, utilities</li> <li>Control &amp; timely</li> <li>Accuracy / legislation requirements</li> <li>On time, on budget variances explained</li> <li>Properly recorded</li> <li>Policies in place</li> </ul>	<ul style="list-style-type: none"> <li>Skilled people demands</li> <li>Increasing scope</li> <li>Increasing reporting requirements</li> <li>Systems maintained</li> </ul>	
<b>4.2 CORPORATE</b> <b>ESSENTIAL</b> <ul style="list-style-type: none"> <li>Strategic Planning (Vision, values) (I)</li> <li>Legal issues, insurance claims (E)</li> <li>Inter-governmental (I)</li> <li>Contract administration (I)</li> <li>Admin Directives (I)</li> <li>Safety (Accessibility) (E)</li> <li>Special projects (D)</li> </ul>	<ul style="list-style-type: none"> <li>Alignment, shared vision</li> <li>Well managed, due diligence</li> <li>Good relationships (First Nations, Yukon Government, Federal Government); proactive</li> <li>Policy and procedure followed consistently</li> <li>Relevant and pertinent</li> <li>Provide a safe work place</li> <li>AWG, Citizen Survey</li> </ul>	<ul style="list-style-type: none"> <li>Too decentralized – ex: contract admin</li> <li>Conflicting priorities</li> <li>Reactionary by nature (some not all)</li> <li>Cost of litigation high</li> </ul>	
<b>4.3 COUNCIL SERVICES</b> <b>ESSENTIAL</b> <ul style="list-style-type: none"> <li>Election, referendums &amp; public process (E)</li> <li>Council packages &amp; bylaws (E)</li> <li>Records retention (agreements) (E)</li> <li>Public inquiries &amp; complaints (I) and public notices (E)</li> <li>Council support &amp; meetings (E)</li> </ul>	<ul style="list-style-type: none"> <li>Complies with <i>Municipal Act</i></li> <li>Follow due process, timely and accurate</li> <li>Accessible and meet retention standards</li> <li>100% addressed in timely &amp; professional manner</li> <li>Meets legislated requirements</li> </ul>	<ul style="list-style-type: none"> <li>Adequate</li> </ul>	
<b>4.4 INFORMATION SYSTEMS</b> <b>IMPORTANT</b> <ul style="list-style-type: none"> <li>Systems (Hardware &amp; software) (I)</li> <li>Connectivity (I)</li> <li>Data integrity(E)</li> </ul>	<ul style="list-style-type: none"> <li>Current and cost effective and available</li> <li>Fast and ubiquitous</li> <li>Protected, reliable and meets legislated requirements</li> </ul>	<ul style="list-style-type: none"> <li>Demand trends upwards</li> </ul>	
<b>4.5 COMMUNICATIONS</b> <b>IMPORTANT</b> <ul style="list-style-type: none"> <li>Public education (I)</li> <li>Media relations (D)</li> <li>Issue management (I)</li> <li>Research (D)</li> </ul>	<ul style="list-style-type: none"> <li>Consistent positive message</li> <li>Maintain public confidence and maintain inter-government relations</li> <li>Disarm hot button issues</li> <li>Reliable and timely information</li> <li>Website</li> </ul>	<ul style="list-style-type: none"> <li>Website maintenance demanding</li> <li>'Presence' in multiple formats attainable</li> </ul>	

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<p>4.5 <b><u>HUMAN RESOURCES</u></b>  <b><u>IMPORTANT</u></b></p> <ul style="list-style-type: none"> <li>• Recruitment and retention (I)</li> <li>• Benefits (total rewards) (E)</li> <li>• Labour relations (E)</li> <li>• Employee relations (D)</li> <li>• Training (I)</li> <li>• Certification (E)</li> <li>• Accommodation (E)</li> </ul>	<ul style="list-style-type: none"> <li>• Attract and engage staff and maintain</li> <li>• Meets employees needs and accessible and pay equity</li> <li>• Mutually agreeable collective bargaining; conflicts resolved; ;meets legislative requirements</li> <li>• Performance management; well being, succession planning, appreciation</li> <li>• Staff training and development</li> <li>• Legislated</li> </ul>	<ul style="list-style-type: none"> <li>• Grows as corporation grows</li> <li>• Relation expenses</li> <li>• Labour market variances</li> <li>• Specialized positions still difficult to recruit</li> </ul>	
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