The City of Brantford
Service Review

PROJECT CHARTER
DRAFT

August 19, 2019
FOR DISCUSSION PURPOSE ONLY
Project Charter

- The purpose of this charter is to ensure clarity of expectations between consultant and client.
- This charter contains information on project objectives, governance, team, work plan, and project management.

Project Objectives – *How will we define success?*

KPMG has been engaged by the City of Brantford to undertake a service review. The overall goal of the service review is to better understand the current suite of services, and identify opportunities for improvements, and efficiencies. Specific project objectives include:

- **Facilitate Review** - conduct a comprehensive review and detailed analysis of the relevance, efficiency and effectiveness of the City’s services including a review of leading municipal organizations. As part of this, consider all aspects of the City’s services including delivery methods, service expenditure and revenue streams.

- **Identify opportunities** – Explore opportunities based on leading edge practices globally (public, private, not-for-profit) and define options for greater cost efficiency in service delivery and levels;

- **Advise on implementation** – Evaluate and categorize opportunities to develop recommendations for short-term, mid-term, and long-term priorities. Provide strategic guidance to leadership on implementation and prioritization of new, innovative and/or leading service delivery models that improve upon organizational efficiency while balancing stakeholder expectations. In addition, highlight the risks associated with each proposed change/option to inform management of the key factors and risks which should be considered during the decision making process.
Project Overview – Scope, Deliverables and Timing

Project Drivers - Why are we doing this, what problem do we want to solve?

- The City proposes to use the audit and accountability fund to better understand the City of Brantford’s current suite of services, and identify opportunities for improvements, and efficiencies. The review not a deep-dive operational review, but rather a process to identify opportunities for efficiencies and improving effectiveness.

Project Principles – What is Important to Us?

- The knowledge and expertise of City employees and Members of Council will be fully engaged, building upon their knowledge and expertise to arrive at recommended actions through a transparent, participative and inclusive process facilitated by the consultant.
- The service review process should be conducted in a way that engages City employees.
- The aim is to, wherever possible, transfer knowledge and necessary “tools” to City staff to enable them to better develop their own solutions to operational and process issues and challenges over time.
- The framework and approach will be based on leading practice from municipal or other levels of government experience and/or private sector.
- Lastly, this is not an audit nor a deeper-dive operational review. This is a review to build on successes and identify opportunities to improve the efficiency and effectiveness of how the City delivers services to the community and residents of Brantford.

Project Timing

- The project commenced August 19, 2019, and will be completed when the final report is publically submitted to the City of Brantford on or before November 30, 2019.
Project Overview – Scope, Deliverables and Timing

Scope & Deliverables

- **Phase One: Project Initiation**
  - Kick Off Meeting with Project Team
  - Project Charter
  - Project Schedule

- **Phase Two: Environmental Scan**
  - Documentation review to provide insight into the City’s operations, financials, and services levels
  - Interviews and Focus Groups (25 interviews & 3 focus groups)
  - Current State Summary (interviews/focus groups’ findings)
  - Benchmarking of Brantford against 5 comparator Municipalities.

- **Phase Three: Review of Current Service Delivery Model**
  - Service Profiles for all of the City’s programs and services as per the Municipal Reference Model
  - Individual meetings with the City Senior Management Team to confirm service profile data
  - Presentation of Interim Report to Project Team & Council

- **Phase Four: Opportunity Identification**
  - Three half day working sessions with the Project Team to identify, rank and confirm opportunities
  - Identification of potential opportunities to achieve the most efficient and operationally effective service delivery model
  - Draft recommendations on changes to services, programs, resources, and responsibilities, including whether specific services should be expanded, reduced, discontinued or delivered in an alternative manner
  - Draft recommendations on the prioritization of services

- **Phase Five: Final Report and Presentation**
  - Finalized service profiles inventorying current services and delivery approaches
  - Specific recommendations with regards to changes in services, programs, resources, and responsibilities, including whether specific services should be expanded, reduced, discontinued or delivered in an alternate manner
  - Quantification of financial implications of opportunities identified during the Project
  - A final report (in PowerPoint format) consolidating the different phases of the Service Delivery Review
  - Final Report and presentation to Council and Project Team
Service Profile
Information Technology

Service Description
To implement strategic technologies that are innovative and agile to efficiently deliver secure, comprehensive and reliable Information Technology services and solutions which contribute to the successful delivery of Town services.

The IS department provides a wide range of services and oversite that many municipalities don't, such as: door access & biometric systems, building automation and lighting control systems, Audio and video systems, CCTV security Systems as well as full support of Libraries, Fire and Transit systems & staff.

Performance & Benchmarking
• 2018 operating budget for information technology represents a cost of $161 per household, which is significantly more than the comparators.

Information Technology, 2018

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Net Operating Budget</th>
<th>Budgeted Cost per Household</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oakville</td>
<td>$11,044,600</td>
<td>$161</td>
</tr>
<tr>
<td>Ajax</td>
<td>$2,082,200</td>
<td>$55</td>
</tr>
<tr>
<td>Barrie</td>
<td>$6,852,433</td>
<td>$126</td>
</tr>
<tr>
<td>Markham*</td>
<td>$7,064,000</td>
<td>$67</td>
</tr>
<tr>
<td>Mississauga</td>
<td>$24,215,000</td>
<td>$97</td>
</tr>
<tr>
<td>Richmond Hill**</td>
<td>$7,618,900</td>
<td>$115</td>
</tr>
<tr>
<td>Average</td>
<td>$</td>
<td>92</td>
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</tbody>
</table>

Rationale For Service Level Assessment & Service Type
• Information Technology infrastructure and services are essential to manage the Town’s information resources (data), support business processes and deliver most Town services.
• Information Technology is responsible for facilities automation and information technology support for libraries, which is not traditionally the responsibility of the information technology service area (in other municipalities).
### Support Services
Management oversight, technology vision and strategic IT planning. Program support in the areas of data management, procurement, health and safety, program development and coordination.

<table>
<thead>
<tr>
<th>Subservice Name &amp; Description</th>
<th>Costs ($000's)</th>
<th>Revenues ($000's)</th>
<th>Service Level &amp; Source</th>
<th>Service Type</th>
<th>FTEs</th>
<th>Notes</th>
</tr>
</thead>
</table>
| Employee Related              | 295           | User Fees/Reserves | 0                     | S            | I    | • Administration of projects  
| Other                         | 33            | Grants           | 0                     |              |      | • Budgeting control of $11.0M in Operating and $3.3M in capital funding  
| Capital                       | 101           | Recoveries       | 25                    |              | 2.0  | • Work order requests 15,400 HD requests (less than 3 days), 550 service requests (3 to 10 days) and 101 projects using IS resources  
| Internal Exp. & Transfers     | 0             | Tax              | 405                   | M            | 2    | • Co-ordination of booking of 2 training rooms, procurement and scheduling of MS Office training for company. 650 to 700 Bookings per year  
| Total                         | 430           | Total            | 430                   |              |      |       |

### Projects and Development Services
Provides structured project management and business analysis to ensure successful solution development, process improvement, and completion of technical initiatives for the IS department, client departments, and corporation. Development of client facing web applications, internal applications, interfaces, workflows, reports, and integrations to facilitate the needs of the corporation and OPL.

<table>
<thead>
<tr>
<th>Subservice Name &amp; Description</th>
<th>Costs ($000's)</th>
<th>Revenues ($000's)</th>
<th>Service Level &amp; Source</th>
<th>Service Type</th>
<th>FTEs</th>
<th>Notes</th>
</tr>
</thead>
</table>
| Employee Related              | 1,557         | User Fees/Reserves | 0                     | S+           | I    | • Section worked on 61 projects in 2017, and managed portfolio for an additional 40 in other sections and departments.  
| Other                         | 21            | Grants           | 0                     |              |      | • Some of the projects in 2017 included:  
| Capital                       | 2,087         | Recoveries       | 247                   |              | 13.0 | • Salesforce CRM  
| Internal Exp. & Transfers     | 0             | Tax              | 3,419                 | M            | 2    | • Fuel and Liquids Management System  
| Total                         | 3,666         | Total            | 3,666                 |              |      | • Specialized Transit Scheduling  
|                               |               |                  |                       |              |      | • SharePoint 2013 Migration  
|                               |               |                  |                       |              |      | • Library RFID  
|                               |               |                  |                       |              |      | • Learning Management  
|                               |               |                  |                       |              |      | • Private Tree Onlineform  
|                               |               |                  |                       |              |      | • Oakville.ca Responsive Design  
|                               |               |                  |                       |              |      | • Capital staff resource costs maintained within an average of 1.4% +/- variance of budget  
|                               |               |                  |                       |              |      | • Worked on over 400 work requests in 2017, including 10 corporate surveys, 30 public facing forms, and 30 internal forms with workflows.  

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Project Charter Project Phases

1. Meet with CAO and Project Team to clarify expectations, refine lines of inquiry, and develop a subsequent work program for the engagement.

2. Collect relevant information on current methods of service delivery and conduct stakeholder engagement exercises and survey 5 comparator municipalities to benchmark City services.

3. Development of an inventory of programs and services.

4. Identification of potential opportunities to achieve the most efficient and operationally effective approach to service delivery.

5. Develop and present a final report with an implementation plan & recommendations.

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### Service Review

### Project Schedule

<table>
<thead>
<tr>
<th>Phase</th>
<th>Key Activities</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Week 0</td>
<td>Week 1</td>
<td>Week 2</td>
<td>Week 3</td>
</tr>
<tr>
<td>1</td>
<td>Overall budget and schedule management</td>
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<td></td>
<td>Regular meetings with Project Sponsor and Project Manager</td>
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<tr>
<td>2</td>
<td>Project Initiation</td>
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<td></td>
<td>KPMG internal project preparations</td>
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<td></td>
<td>Project kickoff meeting with Project Sponsor/Manager</td>
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<td></td>
<td>Project kickoff meeting with Steering Committee</td>
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<td></td>
<td>Develop Project Charter</td>
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<td>2</td>
<td>Environmental Scan</td>
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<td></td>
<td>Documentation Review</td>
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<td></td>
<td>Stakeholder Engagement</td>
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<td></td>
<td>Benchmarking &amp; Leading Practice Survey</td>
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<tr>
<td>3</td>
<td>Review of Current Service Delivery Model</td>
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<td></td>
<td>Service Profile Development</td>
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<td>Service Profile Validation</td>
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<td></td>
<td>Presentation of Interim Report to Project Team</td>
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<td></td>
<td>Interim Report Presentation to Council</td>
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<td>4</td>
<td>Opportunity Identification</td>
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<tr>
<td></td>
<td>Opportunity Identification Workshop</td>
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<tr>
<td></td>
<td>Opportunity Ranking &amp; Prioritizing Workshop</td>
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<tr>
<td></td>
<td>Opportunity Categorizing &amp; Confirmation</td>
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<tr>
<td>5</td>
<td>Final Report &amp; Presentation</td>
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<td></td>
<td>Develop Draft Final Report &amp; Implementation Plan</td>
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<td></td>
<td>Working Session to Review Final Report</td>
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<td></td>
<td>Presentation to ELT</td>
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<td></td>
<td>Present Final Report to Council</td>
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## Dates of Project Meetings

<table>
<thead>
<tr>
<th>Project Meetings</th>
<th>Date</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working Session: Project Kick Off Meeting with SMT</td>
<td>August 19&lt;sup&gt;th&lt;/sup&gt;</td>
<td>SMT</td>
</tr>
<tr>
<td>Stakeholder Consultations</td>
<td>w/o August 26&lt;sup&gt;th&lt;/sup&gt; &amp; Sept 2&lt;sup&gt;nd&lt;/sup&gt;</td>
<td>Council, SMT, Front Line Staff</td>
</tr>
<tr>
<td>Service Profile Consultations</td>
<td>w/o August 26&lt;sup&gt;th&lt;/sup&gt; &amp; Sept 2&lt;sup&gt;nd&lt;/sup&gt;</td>
<td>SMT</td>
</tr>
<tr>
<td>Service Profile Validation Working Session</td>
<td>w/o Sept 16&lt;sup&gt;th&lt;/sup&gt;</td>
<td>SMT</td>
</tr>
<tr>
<td>Presentation of Interim Report to ELT</td>
<td>w/o Sept 23&lt;sup&gt;rd&lt;/sup&gt;</td>
<td>ELT</td>
</tr>
<tr>
<td>Presentation of Interim Report to Council</td>
<td>w/o September 30&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Council &amp; ELT</td>
</tr>
<tr>
<td>Working Session to Identify &amp; Rank Opportunities</td>
<td>w/o October 7</td>
<td>Project Team</td>
</tr>
<tr>
<td>Working Session to Review &amp; Prioritize Opportunities</td>
<td>October 15&lt;sup&gt;th&lt;/sup&gt; or 16&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Project Team</td>
</tr>
<tr>
<td>Working Session to Confirm Recommendations</td>
<td>w/o October 21&lt;sup&gt;st&lt;/sup&gt;</td>
<td>Project Team</td>
</tr>
<tr>
<td>Working Session to Review Final Report</td>
<td>w/o November 11&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Project Team</td>
</tr>
<tr>
<td>Final Report Presentation to ELT</td>
<td>w/o November 18&lt;sup&gt;th&lt;/sup&gt;</td>
<td>ELT</td>
</tr>
<tr>
<td>Final Report Presentation to Council</td>
<td>w/o November 25&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Council</td>
</tr>
</tbody>
</table>
Project Management

Project Oversight Body

- The Project Oversight Body is the key body within the governance structure that is responsible for guiding and monitoring the project on behalf of the City of Brantford.

Project Sponsor

- The Project Sponsor is the individual or body with overall accountability for the project. The Project Sponsor is the champion for the project and provides the necessary leadership to achieve the project’s goals.

Project Manager

- The Project Manager co-ordinates the project to ensure that it stays on budget and schedule and that the consultant has the necessary information and support to complete the analysis and provide recommendations.

Bi-weekly Status Reporting

- The KPMG project team will submit to the project manager a brief status report, based on the format presented in the following slide, every two weeks
- The status report may be followed up with a brief phone call should there be any risks or issues that need to be addressed.
Service Review

Status Reporting - Sample for Illustrative Purposes

Timeline

Start date: December 1, 2017
Estimated end date: April 30, 2018

Target milestones:
- Project initiation and planning
- Environmental scan
- Review of current service delivery model
- Opportunity identification
- Final report and presentation

Current and last week’s accomplishments:

Next steps / action items:
- Complete interviews by Jan 16th
- Prepare draft service profile templates for distribution to Directors on Jan 16th
- Collect Town documents: a) align budget to municipal reference model; b) strategic plans, master plans etc. for opportunity identification
- Benchmarking analysis with comparator municipalities

Project status:

Overall: G
Schedule: G
Budget: G
Scope: G

Legend:
G: On schedule
Y: Issues present but planning is underway to mitigate them
R: Issues present which require immediate action to address them

Outstanding issues and risks:
- Work with Finance on aligning budget data to municipal reference model to be included in draft service profile templates
Deliverable Acceptance Process

- Deliverables presented in a scheduled and collaborative process
- KPMG team submits key draft deliverables to Client Project Manager for Client review
- Project Manager works with the Working Group and other relevant stakeholders to consolidate feedback and suggestions and forwards them to KPMG project team
- Feedback to be provided within a period of 5 business days
- KPMG team incorporates feedback and resubmits to Project Manager
- Project Manager, working with the Project Team approves revised deliverables and signs off on them
- Upon the sign-off, deliverables are considered “final”