



Alternative formats and communication supports available upon request. Please contact accessibility@brantford.ca or 519-759-4150 for assistance.

**Date**            **November 26, 2019**                            **Report No. 2019- 750**

**To**                Mayor and Members of City Council

**From**            Brian Hutchings  
Chief Administrative Officer

---

## **1.0    Type of Report**

Consent Item                            ☐

Item For Consideration            ☒

## **2.0    Topic        Audit and Accountability Fund: Service Review Final Report [Financial Impact: None]**

---

## **3.0    Recommendation**

- A. THAT Report 2019-750 titled “Audit and Accountability Fund: Service Review Final Report” BE RECEIVED; and
- B. THAT Staff BE DIRECTED to bring a report to Council in Q1 2020 outlining a plan and timeline to address the opportunities contained in the City of Brantford Service Review Final Report dated November 26, 2019 as prepared by KPMG LLP.

## **4.0    Purpose and Overview**

This report provides Council with the KPMG City of Brantford Service Review Final Report funded through the Province of Ontario’s Audit and Accountability Fund. Contained within this report is an overview of the service review methodology, the results of the consultation and staff engagement, and a list of opportunities for improved efficiency and effectiveness for the delivery of City services. The details are summarized in Appendix A: KPMG City of Brantford Service Review Final Report.

---

Recommendation B directs staff to bring back a report outlining a plan and timeline for Council to review and consider the opportunities from the KPMG Service Review.

## 5.0 Background

This report is coming directly to Council, in accordance with Chapter 15, Section 15.3.11(a) of the City of Brantford Municipal Code (Procedure By-law). The Chief Administrative Officer has deemed Council review of the Audit and Accountability Fund final report an urgent item due to the provincial requirement to post the final report on the City website by November 30, 2019.

In May 2019, the Province announced the establishment of the Audit and Accountability Fund to assist municipalities to review operations with the goal of finding service delivery efficiencies.

In June 2019, staff submitted Report 2019-369 regarding projected Provincial Budget Impacts, and received the following direction from Council.

- A. THAT Report 2019-369 regarding the impacts of the Provincial Budget BE RECEIVED; and
- B. THAT Staff BE DIRECTED to submit an Expression of Interest under the Audit and Accountability Fund seeking grant funding for the provision of a services review prior to the deadline of June 30, 2019; and
- C. THAT should the provincial contribution to the City be less than 100% of the cost of the services review, the balance to a maximum of \$100,000 BE FUNDED from the Council Priorities Reserve (RF0558); and
- D. THAT the General Manager, Corporate Services/City Treasurer BE DELEGATED authority to enter into the required Transfer Payment Agreement should the City be successful with its application to the Audit and Accountability Fund.

All recommendations in Report 2019-369 were approved by City Council on June 25, 2019. Brantford City Council also identified an external review of operations and services as a key priority for 2019-2020 in Report 2019-384.

In August 2019, Staff received notification that the City of Brantford would receive \$149,450 from the Audit and Accountability Fund and provided an update to Council through Report 2019-524, detailing funding requirements, the scope of work, and service review timelines. Services from KPMG LLP were contracted to

---

conduct the review through the Vendor of Record. The scope of work included the following:

- the development of Service Profiles outlining key information and details about each service included in the review;
- service benchmarking against comparator municipalities, and analysis of key factors including costs, appropriateness, and best practices;
- identification of a wide range of opportunities for improvements including potential service updates or efficiencies;
- the development of key opportunities that could include adjustments to service levels, business process updates, streamlining services, the introduction of new technologies, and modernization opportunities;
- the development of an implementation plan including a prioritization criteria to evaluate opportunities, and an outline of required steps for implementation; and
- a final report detailing all deliverables required for this project.

A kick-off meeting was held in August 2019, and KPMG immediately began working with City Staff to collect information and meet with key stakeholders. Throughout the early Fall, KPMG led consultations with all levels of staff, Executive Leadership and Members of Council while also completing research and benchmarking in order to review and analyze City of Brantford services and organization structure. An interim report came before Council in October 2019 (2019-621) which provided an update on the progress of the service to date including an overview of the state of the organization, and preliminary analysis of potential opportunities to explore.

## **6.0 Corporate Policy Context**

Council Priorities 2019-2020

Priority #3 - External Organizational Review and Cost Benefit Analysis of Services (Service Delivery Review)

Priority #10 – Value for Money Audit

---

## 7.0 Input From Other Sources

KPMG LLP (Canada)

Consultation with Staff:

- Anonymous online input opportunity for all staff
- Focus groups
- Planning sessions with Senior and Executive Leadership

Consultation with Members of Council:

- Interviews
- Planning session

## 8.0 Analysis

Since the interim update in October 2019, KPMG has completed the final stages of the Service Review which include the following items:

- 1) Opportunity Identification
- 2) Prioritization
- 3) Final Reporting

### 8.1 Opportunity Identification and Prioritization

To identify potential opportunities, KPMG conducted further analysis of the information gathered in phase one including the results of the staff engagement sessions and discussions with Members of Council, benchmarking of financial information, and review of best practices. KPMG also held a planning session with Members of Council and additional sessions with the City's Executive Leadership Team. The Executive Leadership Team were asked to consider opportunities that fell into four key types: 1) elimination or transfer of services, or increased cost-recovery 2) alternative service delivery approaches 3) re-engineered services to increase efficiency and effectiveness and 4) changes to service levels.

A wide-range of opportunities were identified for further evaluation and exploration. KPMG developed a scoring matrix to evaluate the proposed

---

opportunities by looking at external and internal impact, cost considerations, strategic alignment, and risks and/or barriers to implementation. Using KPMG's assessment criteria, the Executive Leadership Team was able to score and rank the proposed opportunities.

Over 100 opportunities for improvements were identified, and of those, thirteen were deemed top priority. The final report highlights leading practices from other municipalities who have implemented similar improvements and estimated impact and costs are also described. The full list of prioritized opportunities can be found in the KPMG City of Brantford Service Review Final Report (Appendix A). The final report is a culmination of all project deliverables including: service profiles and benchmarking, the results of staff consultation, the prioritization framework, and a summary of key opportunities.

In addition to the identification, and prioritization of key opportunities, KPMG led a case-study review of the Customer Contact Centre. This case-study review examined the Customer Contact Centre operations to identify where service improvements, efficiencies, and updates could be made, and how improvements could be implemented. This case study serves as a framework for more detailed, service-specific analysis and will inform how the City of Brantford can approach further exploration and investigation of service review opportunities.

## **8.2 Final Report and Next Steps**

To conclude the Service Review, and to meet the Provincial requirements for the Audit and Accountability Fund, Staff will post KPMG's final report on the City website by November 30, 2019, and will submit a report to the Province summarizing the identified efficiencies and improvements, and grant expenditures.

Additionally, staff will report back to Council in Q1 2020 outlining a plan and timeline for future reports to ensure Council can review and consider each of the 104 opportunities outlined in the KPMG Service Review Final Report. These reports will provide further analysis, financial impact, and a detailed implementation process for Council's consideration and direction.

## **9.0 Financial Implications**

---

There are no financial implications directly associated with this report; however, this Service Review is a catalyst for further reports that may identify efficiency and revenue opportunities.

## 10.0 Conclusion

The KPMG Service Review Final Report outlines opportunities for improved efficiency and effectiveness related to the delivery of City of Brantford services. Staff will develop a plan and timeline to bring further reports on these opportunities for Council's review and consideration.



---

Aja Peterson  
Manager of Corporate Initiatives



---

Brian Hutchings  
Chief Administrative Officer



---

Aaron Wallace  
Director of Corporate Initiatives and  
Community Strategies

Attachments:

Appendix A - KPMG City of Brantford Service Review Final Report

Copy to:

KPMG LLP

In adopting this report, is a by-law or agreement required? If so, it should be referenced in the recommendation section.

By-law required

☐ yes ☒ no

---

Agreement(s) or other documents to be signed by Mayor and/or City Clerk

☐ yes ☒ no

Is the necessary by-law or agreement being sent concurrently to Council?

☐ yes ☒ no