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**Date** December 1, 2020 **Report No.** 2020-480

**To** Chair and Members  
Committee of the Whole – Operations and Administration

**From** Brian Hutchings  
Chief Administrative Officer

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## 1.0 Type of Report

Consent Item ☐  
Item For Consideration ☒

## 2.0 Topic **Service Review Opportunities: Updated Timelines** **[Financial Impact: None]**

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## 3.0 Recommendation

- A. THAT Report 2020-480 Service Review Opportunities Updated Timelines BE RECEIVED; and
- B. THAT the adjusted timelines in Appendix A: Service Review Opportunities - Extended Reporting Timelines be APPROVED; and
- C. THAT Staff BE DIRECTED to provide semi-annual update reports on the progress of the Service Review Opportunities.

## 4.0 Purpose and Overview

This report provides Council with an update on the KPMG Service Review opportunities and addresses the need for timeline extensions due to impacts of the COVID-19 pandemic.

## 5.0 Background

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In May 2019, the Province of Ontario established the Audit and Accountability Fund to assist large urban municipalities and district school boards review operations with the goal of finding service delivery efficiencies. In August 2019, staff received notification that the City of Brantford would receive \$149,450 from the Province of Ontario's Audit and Accountability Fund and the services from KPMG Canada were contracted to conduct the review through the Vendor of Record due to restrictive Provincial timelines (Report No. 2019-524).

At a Special City Council meeting on November 26 2019, staff presented KPMG's City of Brantford Service Review Final Report, which identified opportunities for efficiencies or increased revenue within the City of Brantford (Report No. 2019-750), and City Council approved the following 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.

In February 2020, Council approved Report No. 2020-34, outlining information related to each opportunity identified in the *KPMG City of Brantford Service Review*, including reporting timelines, public engagement recommendations, and departmental leads. While several of the opportunities identified in the *KPMG City of Brantford Service Review* were in progress, the majority of the opportunities required additional research, analysis, and formal direction from Council before further action and implementation, therefore most opportunities had a target date for completion between Q2 2020 and Q4 2025.

This report provides an update on the progress of the Service Review opportunities and outlines the need for adjusted timelines.

## **6.0 Corporate Policy Context**

Council Priorities 2019-2020, Priority #3 - External Organizational Review and Cost Benefit Analysis of Services (Service Delivery Review)

## **7.0 Input From Other Sources**

City of Brantford – Executive Leadership Team

## **8.0 Analysis**

The COVID-19 pandemic has had a significant impact on communities and municipalities across Canada and the world. The City of Brantford and its partners have worked diligently to respond to the emerging needs and priorities of the community, while addressing the necessary procedures and protocols to mitigate the spread of COVID-19.

While managing COVID-19 response, staff have continued to work on addressing the KPMG Service Review opportunities and have successfully completed 32 of the total 121 service review opportunities, including items that were completed ahead of schedule. An additional three opportunities are on track to be completed by the end of 2020, 8 opportunities will be reviewed ongoing, and 33 opportunities are on track to be completed by their original target date.

Due to the necessary shifts in municipal services and priorities to respond to the COVID-19 pandemic, there were impacts on regular business, and various corporate projects and initiatives experienced a delay, including 26 Service Review opportunities that were initially scheduled for completion in 2020.

Staff have reviewed all of the Service Review opportunities and provided updated timelines to include necessary extensions. The Appendix A: Service Review Opportunities – Extended Reporting Timelines outlines each opportunity and initial target date, a new proposed date where required, and current status including, complete, on track, ongoing, delayed, or to be determined.

## **9.0 Financial Implications**

There are no financial implications directly associated with this report. Any financial resources and impacts associated with Service Review opportunities will be brought forward for further Council consideration and approval.

## **10.0 Conclusion**

The COVID-19 pandemic has had a significant impact on this community, and since its onset, staff have continued to follow federal, provincial and public health guidelines and direction very closely and have worked diligently to mitigate the effects of the virus locally. As a result of this shift in priorities, regular business operations and various corporate projects and initiatives have been impacted and experienced delays; including opportunities addressed in the *KPMG City of Brantford Service Review*. Extending some deadlines will allow

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staff to refocus on these opportunities at a later date. Staff will also bring updates to Council annually to report on overall progress of opportunities.



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Brian Hutchings  
Chief Administrative Officer

Attachments: Appendix A: Service Review Opportunities - Extended Reporting Timelines

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