



**SUBJECT: Provincial Audit and Accountability Fund – Service Reviews Final Report**

**TO: Committee of the Whole**

**FROM: City Manager's Office**

Report Number: CM-29-19

Wards Affected: All

File Numbers: 155-03-01

Date to Committee: December 2, 2019

Date to Council: December 16, 2019

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**Recommendation:**

Table the “City of Burlington 2019 Service Delivery Reviews Final Report” prepared by Performance Concepts Consulting and Dillon Consulting, dated November 27, 2019; and

Direct the City Manager to report back in Q1, 2020, on the proposed disposition of the four service reviews and recommendations contained in the “City of Burlington 2019 Service Delivery Reviews Final Report.”

**Purpose:**

Burlington’s Strategic Plan

An Engaging City

- Good Governance

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**Background and Discussion:**

In August 2019 the City of Burlington’s request for funding through the Province’s Audit and Accountability Fund was approved. The Government of Ontario agreed to provide funding of up to \$250,000 towards the review of the following City services, by an independent third-party reviewer:

- Pre-Building Permit Development Approval Process

- Winter Maintenance
- Loose Leaf Collection
- Corporate Fleet.

Prior to receiving Provincial approval of the funding, Report CM-14-19 was approved at the June 10, 2019 Committee of the Whole meeting. This report included a recommendation that directed the Director of Finance to single source a third-party consultant to conduct the review. Performance Concepts Consulting together with Dillon Consulting were engaged to conduct the reviews of the four City services.

The objective of the Audit and Accountability Fund program is to find efficiencies while protecting important front-line service. An additional important outcome of the reviews from the City's perspective is that moving forward we will have an approach to service reviews that can be applied to all City services. The four reviews are the start of a permanent, ongoing service review process within the City Manager's Office, that will be under the direction of the new Executive Director of Strategy, Risk and Accountability.

A requirement of the funding is to:

- Submit a draft of the consultants' report to the Province by November 30, 2019;
- Publish the consultant's report on the City's website by December 31, 2019;
- Submit the financial report for funding by January 17, 2020.

### **Strategy/process**

Appendix A is the final third-party report that outlines the process undertaken for each review, the performance lenses that formed the basis of the reviews along with the service profiles, "as-is" and "as-should-be" state of each service and review findings and recommendations.

Below is a summary of the recommendations outlined within the report.

### **Pre-Building Permit Development Approval Process:**

- Process and organizational changes (this work is in line with the objectives for Phase 2 of the City's organizational redesign).
- Consideration of a technology workflow solution that allows for electronic submission of drawings and facilitates an integrated applicable law clearance process.
- Fee changes.
- Refined approach to all applicable law clearance processes and Committee of Adjustment.
- Process performance measurement dashboard.

- Integration and application of LEAN practices for ongoing continuous improvement.

Staff propose that a Council workshop be held on March 31, 2020 with a focus on the proposed future state.

#### **Winter Maintenance:**

##### **Efficiencies:**

- Immediate implementation of the increase to guaranteed service delivery program (GSD). This has already occurred.
- Work with Halton Region on the recovery/billings methodology for Regional roads.
- Redesign of the future contract based on review findings.
- Investigate the feasibility of temporary re-supply depots.

##### **Technology Investments:**

- Implementation of an Automatic Vehicle Locator (AVL) solution that supports winter control functionality, performance and route optimization (which will replace manual processes).
- Installation of dashboard mounted cameras and tablets.
- Ensure the rollout of the new corporate maintenance management system includes event specific reporting of expended labour hours (City and contractor), for local, secondary and primary road categories.

##### **Loose Leaf Collection:**

The proposed approaches are:

- Maintain the program as is
- Modify the program to areas with the highest percentage of tree coverage
- Remove the program given Halton Region currently provides leaf and yard waste collection program.

Council consideration and direction is required on the overall program and the specific service standard/level that will be delivered.

Council consideration is also required for the options for the 2020 program including budget resources by Q3 2020.

### **Corporate Fleet:**

- Implementation of an AVL solution that supports ongoing fleet data collection, vehicle inspections and vehicle fault code reporting
  - Develop and implement a customized “right-sizing” vehicle assessment process that ensures vehicles match the work that is required. Hybrid vehicles to be considered the default, unless assessment indicates otherwise.
  - Assess vehicles with low kilometers to identify opportunities for vehicle sharing, and possible non-replacement.
  - Prioritize investment in hybrid vehicles over standard gasoline/diesel vehicles. Invest in hybrid conversion technologies.
  - Pilot auxiliary power technologies.
  - Develop and implement a corporate take-home vehicle policy.
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### **Financial Matters:**

The four service reviews that were conducted for the City of Burlington were on the “as is” state of the services and focused on finding cost savings, efficiencies and cost avoidance. The reviews did not look at any service enhancements. Service enhancements for the Winter Maintenance program were provided as additional Business Cases for the 2020 budget deliberations.

The cost for the third-party consulting engagement was funded through the Provincial Audit and Accountability Fund.

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### **Connections:**

To ensure the reviews were in keeping with the City of Burlington’s priorities the following lenses were applied: a climate lens, financial savings and/or cost deferral, process improvement, and streamlined service delivery in a two-tier government structure.

As staff review the report and its recommendations they will also ensure that any process improvements or service modernizations co-ordinate, when possible, with the work being done on the City’s major corporate projects and initiatives such as, but not limited to; Customer Relationship Management (CRM), Business Intelligence (BI), the upgraded case management development application system (AMANDA 7), Enterprise Asset Maintenance System (EAMS), and Enterprise Resource Planning (ERP).

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## **Public Engagement Matters:**

All four service reviews included engagement. Facilitated internal City business unit consultations took place. Peer municipalities were consulted as part of benchmarking and, best practice scans and members of the community (voice of the customer) were asked to provide input through online surveys on “Get Involved Burlington.” A summary of the Get Involved Burlington survey results is attached to this report as Appendix B. The survey questions are also attached as Appendix C.

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## **Conclusion:**

The City of Burlington is grateful to the Province of Ontario for providing the funding to complete these service reviews. Staff will review the analysis and recommendations contained in the City of Burlington 2019 Service Delivery Reviews Final Report and report back to Committee on next steps and implementation.

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Respectfully submitted,

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On behalf of the Service Review Project Team

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## **Appendices:** (if none delete section)

- A. City of Burlington 2019 Service Delivery Reviews Final Report
- B. Get Involved Burlington Service Review Survey Results
- C. Get Involved Burlington Service Review Survey Questions
- D. CONFIDENTIAL – Winter control review

**Report Approval:**

All reports are reviewed and/or approved by Department Director, Director of Finance and Director of Legal. Final approval is by the City Manager.