



CITY OF GUELPH

SERVICE RATIONALIZATION

Final Report Executive Summary

June 30, 2021



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This report may include or make reference to future oriented financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the hypotheses occur, and the variations may be material.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the City of Guelph nor are we an insider or associate of the City of Guelph. Accordingly, we believe we are independent of the City of Guelph and are acting objectively.

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Project Overview

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Project Overview

Introduction

This final report was prepared to present observations and evidence to form a potential case for change arising from research, document review, and interviews with the City of Guelph (“the City”) management, staff, and elected officials. This final report will provide the foundation for possible opportunities to improve the overall effectiveness and efficiency of service delivery.

Setting the Stage

The City of Guelph (the “City”) is located in Southwestern Ontario. The City has a population of approximately 131,794 and 87.22 square kilometres of land. Guelph is the third fastest-growing city in Ontario with the City’s population expected to grow to 175,000 by 2031.

The City delivers a number of municipal services through four departments. Three Deputy CAOs lead 1. Corporate Services, 2. Infrastructure, Development and Enterprise Services, and 3. Public Services. The three Deputy CAOs report to the CAO who is the lead for the fourth department, Office of the CAO, to form the City’s Executive Team. The City is also Canada’s first food smart community, which looks to grow the circular economy through the Smart Cities initiative.

The City is currently governed by a Mayor, and twelve elected officials, with two councilors representing each of the six wards. The key strategic priorities of Mayor and Council are identified in the City’s strategic plan. These priorities include “Powering our future”, “Sustaining our future”, “Navigating our future”, “Working together for our future”, and “Building our future”. Actions within each strategic pillar are the responsibility of City staff and progress is reported to Council on a regular basis.

Project Overview

Project Drivers – *What problem are we trying to solve?*

- Guelph City Council approved the service rationalization review as part of the 2021 municipal budget to determine if the City is delivering its services to its citizens in the most efficient and effective manner.
- The City needs to assess current program and service models and explore their alignment to the Strategic Plan, legislative requirements, and municipal benchmarking.
- The City is looking for opportunities to become more efficient and effective in its delivery of services to citizens and shine a light on opportunities for customer service improvements and overall modernization.

Project Objectives

KPMG was engaged by the City of Guelph to conduct a comprehensive service rationalization review to determine if the City is delivering its services to its citizens in the most efficient and effective manner. The review assessed current program and service offerings to determine how to optimize service delivery through a series of service improvement initiatives.

Overall, the project:

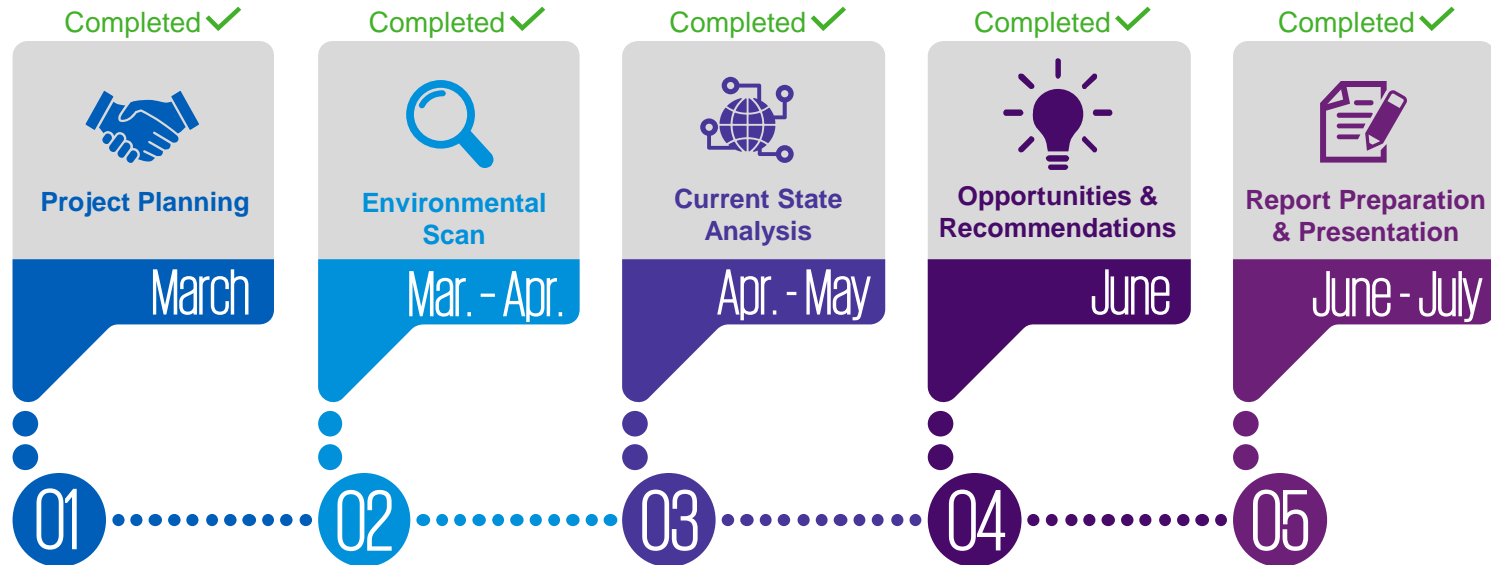
- a. Reviewed the City's services to assess current program and service models and explored their alignment to the Strategic Plan, and legislative requirements;
- b. Analyzed whether Municipal services are being provided in the most cost-effective manner and represent sound value for money spent;
- c. Benchmarked City performance against comparator municipalities and identified key trends and patterns in service delivery models and improvements that can be applied within the business units.
- d. Identified current service levels and provided recommendations on future service level standards;
- e. Identified services that provide the best value to the community and services that are redundant and/or no longer provide public value;
- f. Identified recommendations regarding best practices to cost-effective service delivery, and;
- g. Identified recommendations and measures to improve the efficiency and effectiveness of service delivery throughout the organization.

Project Principles

- The knowledge and expertise of City staff was fully engaged and built upon, to arrive at recommended actions through a transparent, participative and inclusive process facilitated by KPMG.
- The service review process was conducted in a way that engages City employees.
- The aim was 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 is based on leading practices from municipal or other levels of government experience and/or private sector.
- Lastly, this was not an audit nor a deeper-dive operational review. This was 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 citizens of Guelph.

Work Plan and Progress Report

This engagement commenced on March 16, 2021, and the draft final report was submitted to the City on June 25, 2021 to meet the City's provincial funding deadlines. The diagram below depicts the key phases as outlined in the Project Charter.



The activities completed to form the final report include:

- 42 interviews with Guelph's elected officials, and senior management team management level staff and union representative.
- 8 focus groups with management and front-line staff.
- Review of City documentation that was made available to KPMG (i.e., organization chart, policies and procedures, job descriptions, financial statements)
- Benchmarking against comparator municipalities (City of Barrie, City of Burlington, City of Kingston, City of Waterloo).
- 38 services profiles including assessment of 149 KPIs.
- Opportunities to improve service delivery.



Summary of Themes from Consultations

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Stakeholder Engagement

The Engagement Process

- As part of the City of Guelph Service Rationalization Review, elected officials, senior management staff, and management staff for each department were interviewed. In addition, focus groups were facilitated with front-line staff to provide an opportunity to better understand the organizational structure, roles and responsibilities, services provided and processes carried out by each department.
- In total, 42 interviews and 8 focus group were conducted.

Interviews and Focus Groups

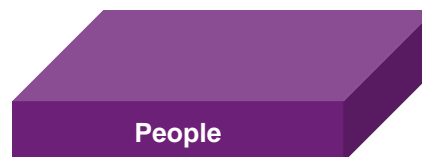
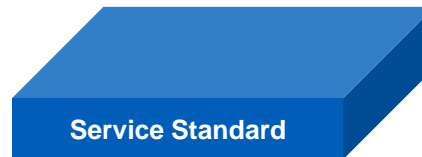
Executive Management team	General Managers	Union Representatives	Focus Groups
<ul style="list-style-type: none"> • Mayor • Council (12 Council Members) • CAO • Deputy CAO, Corporate Services • Deputy CAO, Public Services • Deputy CAO, Infrastructure, Development and Enterprise Services 	<ul style="list-style-type: none"> • GM, Corporate Communications and Customer Service • GM, Internal Audit • GM, Strategy Innovation and Intergovernmental Services • ED, Our Food Future • GM, City Clerk's Office / City Clerk • GM, Finance / City Treasurer • GM, Human Resources • GM, Information Technology • GM, Legal, Realty and Court Services / City Solicitor • GM, Economic Development and Tourism • GM, Engineering and Transportation Services / City Engineer • GM, Environmental Services • GM, Planning and Building Services • GM, Facilities and Energy Management • GM, Culture and Recreation • GM, Guelph-Wellington Paramedic Service / Paramedic Chief • GM, Fire Services / Fire Chief • GM, Guelph Transit • GM, Operations • GM, Parks 	<ul style="list-style-type: none"> • President, ATU 1189 (Transit) • President, OPSEU 231 (Paramedics) • President, CUPE 241 (Inside Workers) • President, GPPFA (Fire) • President, CUPE 973 (Outside Workers) • President, IATSE (Theatre) 	<ul style="list-style-type: none"> • Office of the CAO, Management staff • Office of the CAO, Front-line staff • IDE, Management staff • IDE, Front-line staff • Public Services, Management staff • Public Services, Front-line staff • Corporate Services, Management staff • Corporate Services, Front-line staff

Feedback on Organizational Performance

Emerging Themes

Key themes from the interviews and focus group discussions are organized into six domains as a means of analyzing and understanding the current state of City services.

Domains



Description of what it means

The manner in which strategic direction is provided throughout the City and how collaboration between departments and external stakeholders are established and maintained.

The service standards which dictate how services are delivered; this includes regulatory requirements, Council or management direction and industry best practices.

The core operations, processes, and approaches to delivery City services.

The information technology required to manage information / data and support service delivery.

The equipment and infrastructure that enable operations and processes.

The structure, reporting and accountability hierarchy, composition, capabilities, and skills of City employees to meet service standards.

Summary of themes

Summary of themes from the current state analysis

- We have summarized the key themes from the stakeholder consultations into each of the six organizational domains.
- The key themes will build our understanding of City operations and build the foundation for opportunities to improve the efficiency and effectiveness of service delivery.



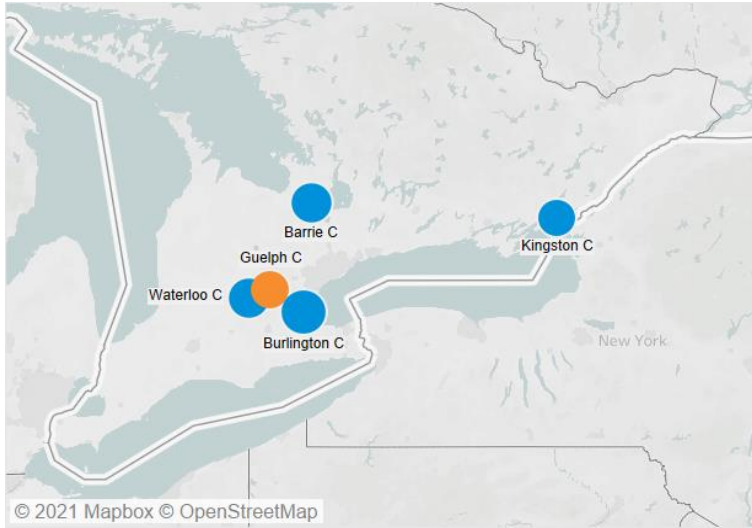


Benchmarking & Performance Perspectives

City of Guelph
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Comparative Analysis - Why Compare to Other Communities

For the purposes of the project, four comparator communities were selected as municipal comparators based on population growth, urban/ rural characteristics and geography:



Municipality	Population ¹	Households ¹	Area Square KM ¹
1. City of Guelph	131,794	55,927	87.22
2. City of Barrie	141,434	54,227	99.04
3. City of Burlington	183,314	72,535	185.66
4. City of Kingston	123,798	59,977	451.19
5. City of Waterloo	104,986	46,096	64.02

¹Statistics Canada census profile, 2016 census data

The primary purpose of the comparative analysis is to understand the performance of comparator municipalities and to identify opportunities to change how the City delivers municipal services, for example:

- Communities with similar financial benchmarks/service levels offer insight into operating efficiencies
- Communities with different financial benchmarks/service levels offer opportunities to change existing processes to reflect common service levels

Comparing financial performance and taxation levels has both benefits and risks:

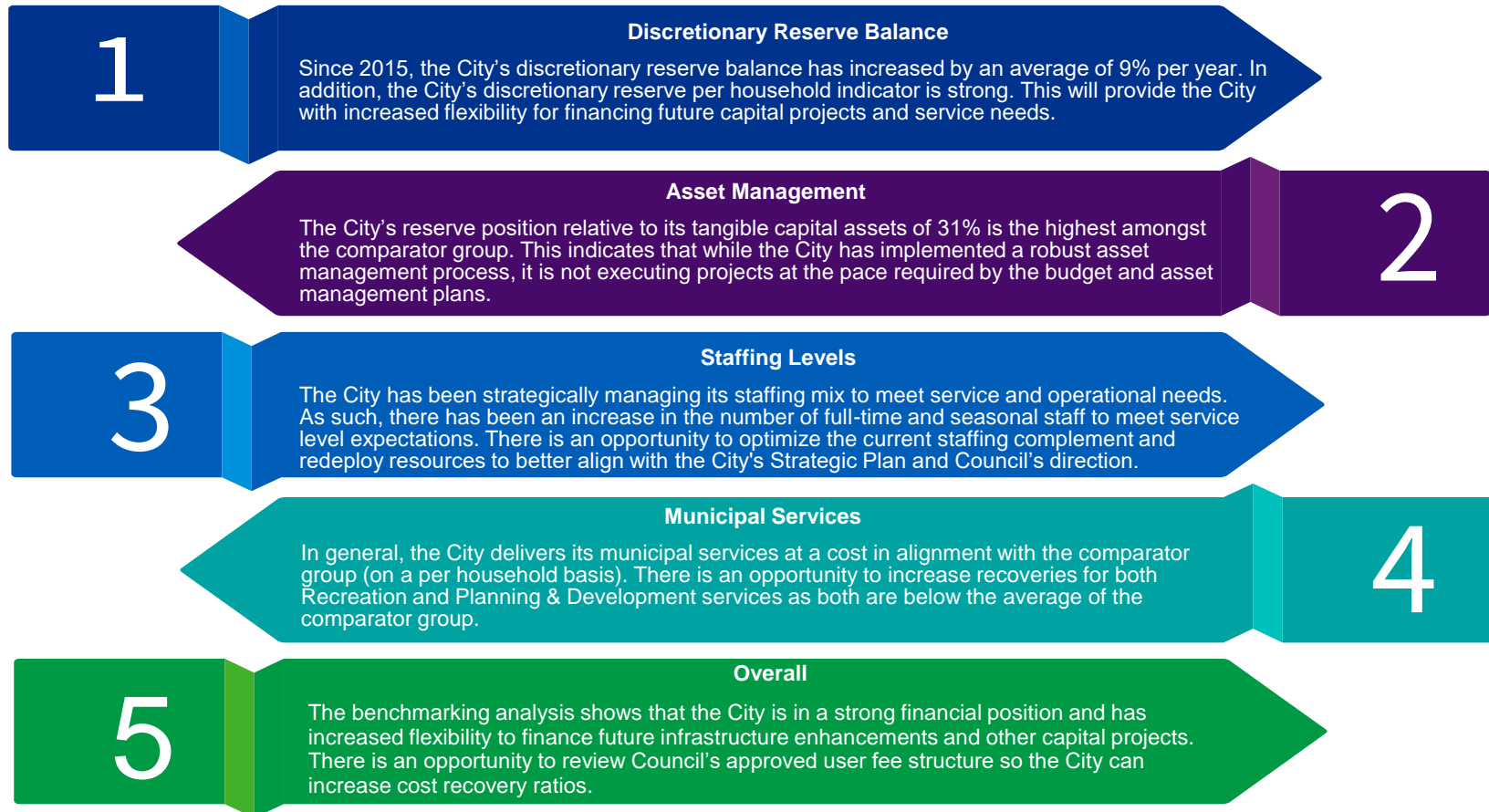
- Provides insight into affordability issues; what a peer municipality can achieve with the same resources
- Assumes that all variables are the same (assessment base, non-taxation revenues)
- Assumes that taxation and service levels in other communities are 'right'

Note: We obtained the information for our benchmarking analysis from financial information returns (FIR). We have not reviewed a draft of this data summary with the benchmarked comparators for the purpose of confirming the factual accuracy of the information presented. A greater degree of evaluation may be required.

Benchmarking & Performance Perspectives

Summary of General Themes

The below outlines several of the themes emerging from the benchmarking and performance analysis:





Service Profile Summary

**City of Guelph
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Executive Summary**

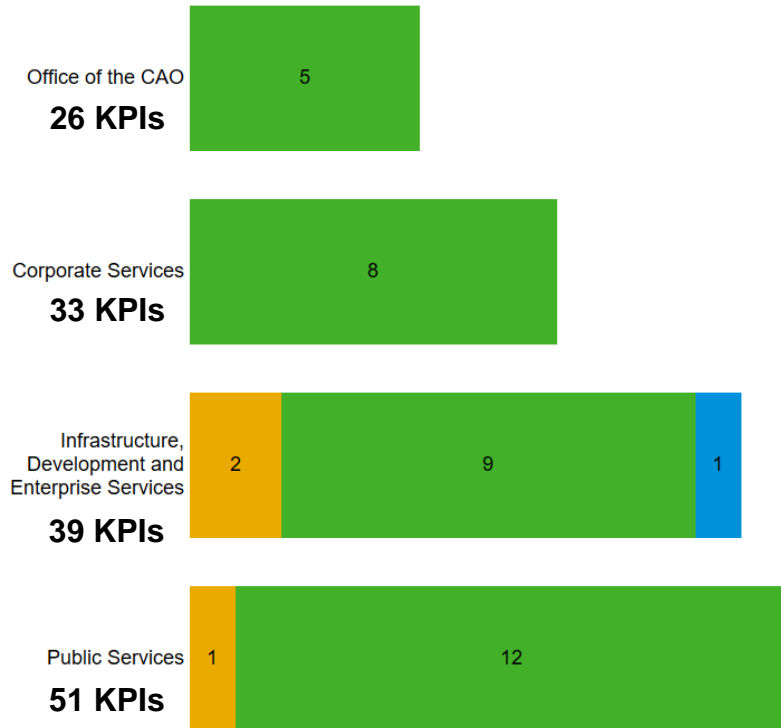
City of Guelph – Service Rationalization

Service Profile Summary

To assess the service level performance for each of the City's services, KPMG worked with department Senior Management to identify a set of KPIs that report on the service's operational efficiency and effectiveness, customer service performance, and sustainability (e.g., financial sustainability or green initiatives). Based on the KPIs provided and qualitative feedback from stakeholder consultations, KPMG assessed the service as behind target, at target or above target. The below summarizes service level performance and KPI performance by program area:

Service Level Performance			
Behind Target	3 services	At Target	34 services
			Above Target
			1 service

Service Level Performance by Program	
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KPI Performance

149 KPIs were identified by department management.

Each KPI aligned to one of three service dimensions:

- 01** Operational Efficiency and Effectiveness
- 02** Customer Service
- 03** Sustainability

KPIs were assessed as behind target, at target or above target. Based on current performance level:

60% of the 'behind target' KPIs are within Sustainability

87% of the 'above target' KPIs are within Operational Efficiency and Effectiveness

83% of all KPIs are performing 'at target' or 'above target'

85% of Office of the CAO and Corporate Services' KPIs are performing 'at target' or 'above target'



Top Opportunities

**City of Guelph
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Prioritize Service Digitization Initiatives



Disruption Gauge

Program	Department	Service Type	FINANCIAL IMPACT	CITIZEN IMPACT	RISKS	STRATEGIC ALIGNMENT
All Programs	All Departments	Essential				

Opportunity Description

Prioritize Service Digitization Initiatives

- Conduct an assessment of the City's current service delivery capabilities and develop a prioritized set of service digitization initiatives based on demand, strategic alignment, expected benefit, deliverability and equity considerations.
- The City's services could be assessed using a digital maturity assessment to develop an understanding of:
 - The current digital maturity of the service;
 - The potential or expected benefits of a specific digital development option;
 - The ease of implementing a potential digital change initiative, and;
 - The priority level for each digital service delivery initiative.
- The output of the assessment would provide cataloged and categorized portfolio information on digital maturity of services to support management in assessing different scenario options.
- The assessment will also provide a baseline that can be revisited at a later date to measure the pace, performance and impact of digital development.

Assessment Rationale

Financial Impact	Citizen Impact
<p>The implementation of service digitization initiatives would have a positive financial impact on the City's operating (approximately \$0-\$500k in annual savings) and capital budgets. Initiatives may require one-time implementation costs (>\$1 million) however these costs will be offset by annual expected benefits of each initiative.</p>	<p>The digitization of the City's services will have a positive impact on the majority of the population of Guelph as digitization initiatives will lead to more efficient and effective approach to service delivery.</p>
Risks	Strategic Alignment
<p>There are some significant risks/barriers to the digitization of services including:</p> <p>Equity, Diversity and Inclusion Risk: Digitizing the City's services may alienate citizens who do not have access to technology and adversely impact the level of service provided to some members of the community.</p>	<p>This opportunity is strongly aligned with the City's Strategic Plan, specifically the "working together for our future" pillar. This pillar outlines strategic objectives to improve service through greater use of technology and data and accelerate digital delivery of services.</p>

Implement a CRM ("311") System



Program	Department	Service Type	FINANCIAL IMPACT	CITIZEN IMPACT	RISKS	STRATEGIC ALIGNMENT
Corporate Services	Clerk's Office	Essential				

Opportunity Description

Implement a CRM ("311") for Public Inquiry Intake

- The City currently operates Service Guelph which is a citizen-facing customer service desk for the City of Guelph. Located at City Hall, Service Guelph provides support for program registration, bookings, payments, service information, and other service support. Service Guelph also offers a number of online City services including building permits and inspections, issues reporting, general inquiries, and online payments (property taxes, parking). The service is offered Monday to Friday and supported by five full time employees.
- Besides Service Guelph, citizen's approach different departments and Council members to inquire about customer service queries.
- There is an opportunity to implement a CRM system to automate, streamline and improve the workflow associated with delivery the City's various services. This system would manage citizen inquiries received through multiple channels (phone, in-person, email, online) for information on the various programs, services & events.
- The CRM would also provide fact-based reporting on service delivery which will allow the City to identify trends and analyze completion times as compared to established service level standards for each specific service.
- The CRM could be set up to provide customer service 24/7.

Assessment Rationale

Financial Impact	Citizen Impact
<p>The implementation of a centralized CRM system would have a neutral financial impact on the City's operating budget. The implementation will require an associated one-time implementation cost (approximately between \$2-3.5 million). The efficiency gains coupled with the ability to identify trends to reduce ongoing infrastructure maintenance costs will help offset these costs with annual savings of between \$0-\$500k.</p>	<p>The implementation of a centralized CRM System will have a positive impact on the citizens of Guelph as they will have one number to call for information on all City Services and be better informed about expected timelines to complete work associated with their inquiries. Ex. Potholes, streetlight issues, etc.</p>
Risks	Strategic Alignment
<p>There are minor risks associated with implementation of this opportunity. These include:</p> <ul style="list-style-type: none"> Lack of senior leadership within the organization to Champion the project Failure to complete the required service profile flowcharts to map out the existing workflow associated with each service Failure to staff the project appropriately with the required resources 	<p>This opportunity is strongly aligned with the City's Strategic Plan, specifically the "working together for our future". This pillar outlines strategic objectives to improve service through greater use of technology and data and accelerate digital delivery of services.</p> <p>This opportunity is also aligned with "sustaining our future" pillar as it will likely lead to decreased footfall at City Hall with the expectation that most inquiries will be resolved over the phone.</p>

Review the Development Approval Process



Program	Department	Service Type	FINANCIAL IMPACT	CITIZEN IMPACT	RISKS	STRATEGIC ALIGNMENT
Multiple Programs	Multiple Departments	Mandatory				

Opportunity Description

Review the Development Approval Process

Review the development approval process and consider an end-to-end digital transformation solution to reduce manual processes and paper records. The development approval solution would streamline operations between:

- Planning Services
- Building Services
- Legal
- Transportation and Engineering
- Economic Development
- Parks

The opportunity includes a review of

- The City's current software platforms used for development approval process
- Data integration and management across key stakeholders
- Manual processes that need to be digitized
- Metrics used to monitor performance

Assessment Rationale

Financial Impact	Citizen Impact
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The implementation of an end-to-end digital transformation solution would have a **positive** financial impact on the City's operating budget with annual savings of between \$0-\$500k. This initiative may require a one-time implementation cost. The cost of a digital transformation review would be approximately \$80-\$100k; this does not include costs for further streamlining the process or capital improvements.

An end-to-end digital transformation solution will have a **positive** citizen impact as this digitization and process improvement initiative will lead to a leaner, more efficient and effective approach to service delivery.

Risks	Strategic Alignment
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There are some **no significant risks/barriers** to the digitization of services. Some of the risks include:

- Lack of employee training for the updated digital processes
- Insufficient change management processes

This opportunity is **strongly aligned** with the City's Strategic Plan, specifically the "working together for our future" pillar. This pillar outlines strategic objectives to improve service through greater use of technology and data and accelerate digital delivery of services.

Implement a Unified Payment Platform



Program	Department	Service Type	FINANCIAL IMPACT	CITIZEN IMPACT	RISKS	STRATEGIC ALIGNMENT
Corporate Services	Finance/IT	Essential				

Opportunity Description

Implement a Unified Payment Platform

- The City currently deploys a range of different payment approaches such as in-person, mail-in, call-in, online, curb/parking tap kiosks, pre-authorized debits, and prepaid cards. The City accepts cash, credit card, cheques, and direct EFT deposits in some cases.
- The different City services use a number of different payment systems and platforms including Vailtech (property taxes), Amanda (building permits, development fees and business licensing), Class (Service Guelph), Perfect Mind (Recreation), four different parking apps, specialized ticketing revenue system for River Run, weight scale system at the Solid Waste PDO (public drop off), and Trapeze for the transit fare tap card functionality. The City's general ledger and system of record is JD Edwards which interfaces with most of these systems daily to batch transfer required data.
- There is an opportunity to implement a unified payment platform that enables citizens to pay fees for any service across the City. A unified payment platform would ensure a consistent service level standard for enhanced customer service and payment handling (cash, credit cards, bank transfers) and will increase both frontline experience and back office efficiency.
- As such, the City should conduct a review of the existing payment systems and identify options to implement a solution that integrates with the current payment approach.

Assessment Rationale

Financial Impact	Citizen Impact
<p>The implementation of a unified payment platform would have a positive financial impact on the City's operating budget. (between \$10-\$500 in annual savings). The implementation will require an associated one-time implementation cost. There will be time savings and efficiencies when employees work with a unified platform.</p>	<p>A unified payment platform will have a positive citizen impact; citizens will receive consistent service delivery and user experience across all City services.</p>
Risks	Strategic Alignment
<p>There are some no significant risks/barriers to the digitization of services. Some of the risks include:</p> <ul style="list-style-type: none"> Lack of open, transparent and effective internal and external communications. Unsatisfactory roll out of the platform leading to unclear expectations and customer confusion. Procurement risks 	<p>This opportunity is strongly aligned with the City's Strategic Plan, specifically the "working together for our future". This pillar outlines strategic objectives to improve service through greater use of technology and data and accelerate digital delivery of services.</p>

Review User Fee Structure for City Services



Program	Department	Service Type	FINANCIAL IMPACT	CITIZEN IMPACT	RISKS	STRATEGIC ALIGNMENT
All Programs	All Departments with User Fees	Essential				

Opportunity Description

Review the Council Approved User Fee Structure and Seek Approval of User Fee Subsidization Levels

- Review the Council approved user fee structure and seek approval of user fee subsidization levels (on a capital-inclusive costing methodology), with the opportunity to increase cost recovery ratios (e.g. Transit, Planning and Development, Parking, Culture and Recreation).
- Specific to Culture and Recreation, the City charges rates based on the Council approved user fee structure, however due to demand there is an opportunity to increase the user rates to increase cost recovery.
- It is a growing trend for municipalities to perform a review of their revenue and cost recovery structure in order to determine how to best serve residents and their changing needs.

Assessment Rationale

Financial Impact	Citizen Impact
<p>A review of the fee structures for City services would have a positive financial impact on the City's operating budget (approximately >\$1 million in savings). The implementation might require associated one-time implementation costs.</p>	<p>Any increases to Council approved user fee structures might have a negative citizen impact. There might be some citizens that are willing to pay higher user fees for City services.</p>
Risks	Strategic Alignment
<p>There are significant barriers that could be overcome, but would require significant time and corporate focus. Some risks include</p> <ul style="list-style-type: none"> Impact on customers and the broader community Lack of open, transparent and effective internal and external communications. Lack of citizen and stakeholder understanding of the financial impacts 	<p>This opportunity is slightly aligned with the City's Strategic Plan, specifically the "working together for our future" to develop a long term financial and resource strategy that is achievable and affordable.</p>

Review the Location of Paramedic Services



Program	Department	Service Type
Public Services	Guelph-Wellington Paramedic Service	Mandatory



Opportunity Description

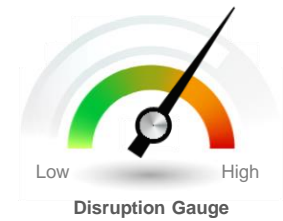
Review the Location of Paramedic Services

- Review the location of Paramedic services within the City boundaries and consider partnerships with other emergency services for service locations. Paramedic services could potentially be located with Fire, Police, Public Works, Long Term Care, etc. Station locations in the County is subject to further collaboration with Wellington County. Council support would be required for the initial outreach to obtain cooperation from the Townships.
- The County Council has adopted in principal the City's report on recommended resource deployment of paramedics services.
- Paramedics are based at 10 stations (8 full stations and 2 posts) spread throughout the City and the County of Wellington with a coverage area of more than 2,600 square kilometres. There are 3 stations within the City and 7 stations within the County. Posts are satellite depots and not fully equipped ambulance locations.
- 7 of the Paramedic locations are leased facilities (not purpose built) that were not originally designed for paramedic services; creating inefficiencies in operations. Some stations are established in less than optimal locations.
- There has been a significant increase in emergency call volumes over the past recent years due to increase in population, aging demographics, and a shift in the healthcare system to more care at home and early release from hospital.

Assessment Rationale

Financial Impact	Citizen Impact
The relocation of certain paramedic stations would have a positive financial impact on the City's operating budget with savings of between \$0-\$500k annually. The implementation might require associated one-time capital implementation costs.	The relocation of paramedic stations would have a positive impact on the residents of Guelph and Wellington County as there will be improved response times to meet emergency needs.
Risks	Strategic Alignment
<p>There are minor barriers that could be overcome over time with corporate focus. Some risks include</p> <ul style="list-style-type: none"> Lack of open, transparent and effective collaboration between the City of Guelph and the County of Wellington (at Council and at staff level). Unable to improve response times to meet residents' service needs. Availability of suitable properties. 	This opportunity is strongly aligned with the City's Strategic Plan, specifically the "building our future" to make strategic investments to enhance community well-being and safety.

Centralize Back-Office Support Functions



Program	Department	Service Type	FINANCIAL IMPACT	CITIZEN IMPACT	RISKS	STRATEGIC ALIGNMENT
Corporate Services	HR	Essential				

Opportunity Description Assessment Rationale

Partner with the City's Boards and Agencies to Centralize Back Office Support Functions

There is inconsistent use of centralized resources across the City's Boards and Agencies. Some Boards and Agencies have their own policies, procedures and supporting staffing complements whereas others are integrated within the City. The Boards and Agencies include :

- Guelph Police
- Guelph Public Library
- The Elliott Long Term Care Residence
- Guelph Junction Railway
- Guelph Municipal Holdings Inc
- Downtown Guelph Business Association
- Grand River Conservation Authority
- Wellington-Dufferin Guelph Public Health
- Social Services (Wellington County)

There is an opportunity to partner with the City's Boards and Agencies to centralize back office support functions within the City where doing so would streamline operations and reduce duplication of effort and/or result in net savings without impact to user groups.

Financial Impact

Partnership and collaboration with the City would have a **positive** financial impact on the City's operating budget with savings of between \$500k - \$1 million annually. The implementation might require associated one-time implementation costs.

Citizen Impact

A streamlined delivery model across all City services, including Boards and Agencies, will result in process efficiencies and have a positive citizen impact.

Risks

There are **numerous significant barriers** that could be overcome, but would require significant time and corporate focus. Some risks include

- Impact on employees currently performing the tasks within the Boards and Agencies
- Reluctance to accept a revised operating model
- Impact on operations with the change in delivery of services.
- Legal risks.

Strategic Alignment

This opportunity is **moderately aligned** with the City's Strategic Plan, specifically the "working together for our future" to develop a long term financial and resource strategy that is achievable and affordable.

Invest in Resources to Implement Community Plan & Equity, Anti-Racism and Indigenous Initiatives



Program	Department	Service Type	FINANCIAL IMPACT	CITIZEN IMPACT	RISKS	STRATEGIC ALIGNMENT
Office of the CAO	SIIS	Essential				

Opportunity Description

Invest in Resources to Implement Community Plan & Equity, Anti-Racism and Indigenous Initiatives

There is an opportunity to invest in necessary resources to implement Community Plan and Equity, Anti-Racism and Indigenous initiatives. This includes a review of the use/availability of translators (internally and externally) across the corporation to enhance customer service in the spirit of equity and inclusion.

The City needs support to

- ✓ Develop a community-led, city supported governance model and measurement framework for the Community Plan; and periodically measure performance against the established framework and engage with the community to adjust the plan as appropriate.
- ✓ Lead the City of Guelph's creation of a Diversity, Inclusion and Anti-Racism action plan which includes strategies, measurable actions and plans for monitoring progress in the effort to eliminate systemic racism and increase equity for all citizens (as part of the commitment to the Coalition of Inclusive Municipalities).
- ✓ Lead the corporation in an ongoing process of identifying and making recommendations to eliminate systemic barriers and inequities (including reviewing use/availability of translators).
- ✓ Further work towards reconciliation and advance relationship-building with First Nation and Indigenous government counterparts.

Assessment Rationale

Financial Impact	Citizen Impact
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Implementation of this initiative would have a **negative** financial impact on the City's operating budget. The implementation costs (for example, human resources, funding to community partner) would be between \$0 - \$500k annually. This cost would need to be reviewed periodically to ensure alignment with the initiatives.

Implementation of these initiatives will have a **positive citizen** impact; as it lays the foundation for a strong, welcoming and prosperous future for Guelph – one where everyone has a sense of belonging, can access essential services and earn a good living.

Risks	Strategic Alignment
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There are some **no significant risks/barriers** to this initiative. Some of the risks include:

- Being a community lead and City supported initiative, the City does not necessarily direct the pace of achieving deliverables or setting priorities.
- Financial risks

This opportunity is **strongly aligned** with the City's Strategic Plan, specifically the "Building our Future" pillar to continue to build equitable, strong, vibrant, safe and healthy communities that foster resilience in the people who live in the City.



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The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

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