

Request for Decision

Core Service Review Final Report

Presented To:	City Council
Presented:	Tuesday, Mar 10, 2020
Report Date	Wednesday, Feb 19, 2020
Type:	Referred & Deferred Matters

Resolution

Recommendation #1:

THAT the General Manager of Community Development establish new terms with local school boards regarding the shared use of facilities that provide better matching of costs and benefits, and deliver a new agreement for Council's review and approval by the end of the third quarter of 2020, as outlined in the report entitled "Core Service Review Final Report", from the Chief Administrative Officer, presented at the City Council meeting on January 21, 2020.

Recommendation #2:

THAT the Chief Financial Officer update the User Fee policy to include a framework that guides what portion of recreation costs should be recovered by user fees and the rate of subsidy that should be provided by taxpayers for Council's review and approval by the end of 2020, as outlined in the report entitled "Core Service Review Final Report", from the Chief Administrative Officer, presented at the City Council meeting on January 21, 2020.

Recommendation #3:

THAT the Chief Administrative Officer develop a communications plan to support Council's further deliberations about KPMG's recommendations to rationalize facilities and review maintained parkland requirements, as outlined in the report entitled "Core Service Review Final Report", from the Chief Administrative Officer, presented at the City Council meeting on January 21, 2020.

Recommendation #4:

THAT the General Manager of Community Development prepare a plan for Council's approval to have ski hill operations delivered by a private or not-for-profit third party provider no later than the beginning of the third quarter of 2020, as outlined in the report entitled "Core Service Review Final Report", from the Chief Administrative Officer, presented at the City Council meeting on January 21, 2020.

Recommendation #5:

Signed By

Report Prepared By

Ed Archer
Chief Administrative Officer
Digitally Signed Feb 26, 20

Financial Implications

Ed Stankiewicz
Executive Director of Finance, Assets
and Fleet
Digitally Signed Feb 26, 20

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Feb 26, 20

THAT business cases supporting the implementation of KPMG's recommendations regarding the creation of a digital city, implementation of a lean management system, modernizing phone systems, expanding facilities management systems, optimizing office space and the further development of staff time, attendance and activity reporting systems be prepared for consideration in the 2021 Budget, as outlined in the report entitled "Core Service Review Final Report", from the Chief Administrative Officer, presented at the City Council meeting on January 21, 2020.

Relationship to the Strategic Plan / Health Impact Assessment

This report responds to Council's "Economic Capacity and Investment Readiness" goal, which included a review of key core services and service levels as one of the strategic initiatives that should be undertaken. This report also supports Council's "Asset Management and Service Excellence" goal, particularly the strategic initiative calling for the corporation to demonstrate innovation and cost effective service delivery.

Report Summary

This is the final report of the Core Service Review that Council directed staff to undertake in 2019. Following a first phase report presented in September that described the corporation's 58 services, service levels and performance, KPMG was engaged to complete this second phase. The objective was to identify opportunities for change to assess whether resources could be redirected to services where Council wants to make additional investments. It was not intended as a cost reduction exercise. It produced detailed reviews of specific services Council identified at the end of the first phase and made a series of recommendations. Subject to Council's decisions about the recommended motions, the anticipated benefits will accrue to the corporation over the next several years.

Financial Implications

When fully implemented, KPMG estimates the corporation will realize financial benefits worth approximately \$4M. The exact timing associated with these benefits depends on several factors and some are dependent on expenditures that would be considered in a future budget before the savings could be realized. If the recommendations in this report are approved, financial benefits worth approximately \$660,000 are available.

The cost of the Core Services Review, excluding staff time, was \$250,000. Funding was provided by the province's Audit and Accountability Fund, so the net cost to the corporation was \$0.