To: Warden and Members of Council
From: Sheridan Graham, Director, Corporate Projects and Services
Date: December 4, 2019

Subject: CPS| 2019-058 Peterborough County Service Delivery/Organizational and Technology Modernization Project RFP

Recommendation: That, Council authorize the immediate issuance of a Request for Proposals for the Peterborough County Service Delivery/Organizational and Technology Modernization Project

Overview
This report is to seek Council approval to move forward with the issuance of a Request for Proposal for the Peterborough County Service Delivery/Organizational and Technology Modernization Project.

Background
At the June 26th meeting of County Council, Council reviewed the draft scope of work for the Services Delivery and Organizational Review and Corporate Technology Master Plan and Business Continuity Plan:

92-2019
Moved by: Councillor McFadden
Seconded by: Councillor Senis

Be it resolved that Council receive Report CAO 2019-021 for information;

That Council agree in principle with the scope of work for a Service Delivery and Organizational Review and Corporate Technology Master Plan & Business Continuity Plan, as outlined in Appendix “A” to Report CAO 2019-021;

That staff be directed to hold off on moving forward with advertising a Request for Proposals for the scope of work outlined in Report CAO 2019-021 and attachments thereto, until the autumn of 2019 when more information regarding the Province of Ontario’s direction on matters such as Paramedic Services restructuring are better known. Carried
Analysis

At the November 20\textsuperscript{th} meeting of County Council, Council authorized staff to submit an Expression of Interest application to the Provincial Municipal Modernization Program for the Peterborough County Service Delivery/Organizational and Technology Modernization Project in the amount of $250,000.00.

The Expression of Interest for funding under the Provincial Municipal Modernization Program submitted by the County included:

This project includes the following components:

**Part A - Service Delivery & Organizational Review (including Infrastructure Capital Project Delivery)**

Some of the key principles and objectives outlined for the comprehensive review include:

- County Council as the final decision-maker on any changes to current municipal services, levels of service, structure and/or processes;
- Broad-based engagement and consultation, including Council, the local Townships and the City of Peterborough;
- Identifying a mix of services, service levels and funding arrangements that meet the community’s needs;
- Ensuring long-term financial sustainability.
- The County annually delivers infrastructure capital projects, related to bridges, roads, culverts, road side safety devices, and corporate facilities, valued at between $15M and $20M. With the County’s growing infrastructure deficit, new development urban growth, climate change adaptation, ever strengthening environmental legislation, increasing First Nations consultation requirements, and a competitive construction industry environment, the County is continually challenged to deliver increasingly more complex projects. Recently, concerns have been raised about the quality and effectiveness of pre-design, engineering design, contract administration, construction and commissioning of infrastructure projects. It is critical from the perspectives of effectively using tax payer’s dollars, efficient project delivery and risk mitigation, that the County reviews the project management processes supporting these programs.

More than simply representing an internal look at the efficiency of existing services, the reviews will engage local partners in discussions about what services should or should not be delivered and, for those to be delivered, how best to deliver them (ex. delivered by the County, delivered by another organization, or delivered in partnership).
Part B - IT & GIS Master/Modernization and Business Continuity Plan

As municipal administration and operations are ever more reliant on technology, the County feels that there may be strategic alignment and synergies of having both the Service Delivery and Organizational Review and the IT and GIS Master Plans in tandem with one another. Technology advancements are such that efficiencies in traditional processes may be able to be identified and achieved, while allowing us to refocus operational efforts in other areas.

The IT and GIS strategic plans will document the current state of all technical systems, infrastructure and operations, both on premise and hosted, and develop a roadmap and task list to maintain and make improvements incorporating business continuity, redundancy, and leveraging technologies throughout various business units.

Summary

While the County hasn’t yet been notified (notification is anticipated in January or February) if we were successful in our funding application, the application does allow work to commence and requires a report posted publicly by June 30, 2020.

As the timelines for completion of the project are extremely tight, staff are seeking Council approval to issue the RFP for the complete Peterborough County Service Delivery/Organizational and Technology Modernization Project immediately. Staff feel that as many municipalities are contemplating similar projects, we are best to get to the market as soon as possible, in order to secure high quality consultant proposals in this regard and to meet the extremely tight timeframes noted.

Financial Impact

All the proposed tasks identified within the RFP and funding application have been funded in the 2019 budget and will carry forward to 2020, with the exception of the Infrastructure Capital Project Delivery Review (which is anticipated to cost $29,000) and which if unsuccessful in our funding application, would be funded from the County’s one-time Efficiency funds received in 2019 from the Province.

Should funding be secured for Services Delivery and Organizational Review and Corporate Technology Master Plan and Business Continuity Plan, it is envisioned that the County’s one-time efficiency funds could be utilized for implementation of the results of the reviews herein. A report detailing any recommendations in this regard will be brought back to County Council for their consideration.

Anticipated Impacts on Local and/or First Nations Communities
The proposed scope of work asks consultants to engage and seek input from local communities and First Nations.

**Link to County of Peterborough Strategic Plan Priorities**

**To provide high quality services to residents, businesses and Townships.**

- ☒ Communications
- ☑ Financial Responsibility
- ☐ Housing
- ☐ Industry & Business
- ☐ Infrastructure
- ☐ Organizational Development

**In consultation with:**

1. CAO Troy Speck
2. Deputy Clerk, Kari Stevenson

**Attachments**

None

Respectfully Submitted,
Original Signed by:
Sheridan Graham
Director, Corporate Projects & Services

For more information, please contact
Sheridan Graham
sgraham@ptbocounty.ca
705-743-0380 ext. 2500