



The County of Peterborough
County Council

To: Warden and Members of Council
From: Troy Speck, CAO
Date: June 26, 2019

Subject: CAO 2019-21 - Scope of Work for Service Delivery and Organizational Review and Corporate Technology Master Plan & Business Continuity Plan

Recommendations: That Council receive Report CAO 2019-21 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 2019-21;

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 2019-21 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.

Overview

The purpose of this report is to outline and seek approval in principle from Council for the proposed scope of work for an upcoming service delivery and organizational review as well as a corporate technology master plan & business continuity plan.

Background

In budget for 2019, Council approved funding for conducting a service delivery review of the County's services and an organizational review; along with development of a corporate technology master plan and business continuity plan.

Analysis

The proposed scope of work for the proposed reviews is attached as Appendix “A” to this report.

The County’s strategic priorities 2019-22 identify providing high quality services as being the core of the County’s business, with Financial Responsibility and Organizational Development as key strategic factors helping the County address many of the challenges this community faces – such as impending cutbacks from the Provincial government and a significant infrastructure deficit. Through sustainable service delivery, the County is focused on delivering services in an efficient and effective manner and demonstrating value for money to residents and businesses and will contribute overall to the County’s financial sustainability.

The attached scope of work identifies key principles and objectives of the intended reviews, and invites consultants to apply their experience and creativity in proposing how those principles and objectives will be achieved. 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.

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).

Staff are recommending that the County hold off on moving forward with any review of the County services and structure until such time as more is known regarding the new provincial government’s directions. For example, Paramedic services comprises approximately one-half of the County’s employees. The provincial government has announced a restructuring of Paramedic services, but has not provided any information to date to clarify what such a restructuring might entail or even whether Paramedic services will continue to be provided municipally. It is anticipated that there will be a period following the end of the federal election in October and the time when the provincial legislature again sits in the autumn, during which more information will be made available to clarify the province’s direction. The AMO conference at the end of August may also be a source of some intelligence in that regard. In addition, the County and City are engaged in a review and renegotiation of the existing Consolidated Municipal Services Management (CMSM) agreement and progress against some of the principles identified for that process should be assessed prior to moving forward with any reviews.

Financial Impact

The County's approved budget for 2019 includes \$150,000 budgeted for a service delivery and organizational review, and \$50,000 for a technology master plan and business continuity plan.

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

The subject matter of this report is most strongly linked to the County's identified strategic priorities of Fiscal Responsibility and Organizational Development, as well as the core value of providing high quality services to residents, businesses and townships.

In consultation with:

- 1. County Leadership Team**

Communication required: None at this time.

Attachments

1. Appendix "A" - Draft scope of work for service delivery and organizational review as well as the corporate technology master plan & business continuity plan.

Respectfully Submitted,
Original Signed by
Troy Speck
CAO

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