



## REPORT

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**TO:** Mayor Lawlor and Members of Council

**FROM:** Murray Colquhoun

**DATE:** May 24, 2023

**REPORT NO.:** CS-2023-021

**SUBJECT:** Strategy for Digitization of Application Processes

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### RECOMMENDATION:

THAT Report No. CS-2023-021, dated May 24, 2023, regarding the Strategy for Digitization of Application Processes, be received;

AND FURTHER THAT Perry Group Consulting Ltd., 43 Steen Drive, Mississauga, Ontario, L5N 2V3 be awarded the single source contract for Strategy for Digitization of Application Processes in the upset amount of \$49,000 excluding HST

### KEY POINTS:

The following are key points for consideration with respect to this report:

- A strategy is required to provide direction and recommended approach for undertaking the implementation of new technology tools and business processes for the digitization of application processes.
- Perry Group Consulting Ltd. collaborated previously with the Town on the Corporate Technology Strategic plan and has familiarity with the Town's organizational structure and technologies.
- Perry Group Consulting Ltd. has performed similar work for many other municipalities, most recently Abbotsford, Burlington, Waterloo, Sudbury, York Region, Burlington, Richmond Hill and various others.
- Perry Group Consulting has significant expertise in this subject area with consulting staff having worked in related senior roles within municipalities such as City of Brampton and City of Mississauga.
- The Town has insufficient expertise and people resources to undertake this work independently.

## **BACKGROUND AND DISCUSSION:**

In support of improved customer service and efficient and effective delivery of services, the Town wishes to continue to expand and enhance electronic delivery and processing of various Town services. These services include but are not limited to those in the Planning, Building and Engineering service areas.

In order to further this initiative, the Town wishes to engage the assistance of Perry Group Consulting Ltd. to provide expertise and guidance in collaborating on a strategy and roadmap for optimizing business processes, selecting and implementing new required technologies and preparing to launch these processes to the public.

The consultant would follow a three step process to accomplish this:

- Discovery
  - Gathering of existing process and process information from internal staff and municipal partners.
  - Gather information and state of current technologies already in use at the Town that could potentially be further leveraged.
  - Gather information on expected future needs and opportunities.
- Development
  - Process redesign recommendations for selected business processes.
  - Review of relevant systems and solutions in the marketplace and identify a complete inventory of options.
  - Develop a set of requirements that could be used in an RFP and that will support the go-forward strategy.
- Plan
  - Develop a detailed implementation plan that outlines the timing, budget and resources required to implement the go-forward strategy.

The Perry Group is well suited to take on this work due to their expertise in this subject area and have carried out similar projects in a number of other municipalities such as Abbotsford, Burlington, Waterloo, Sudbury, York Region, Burlington, and Richmond Hill among others. Their staff are experienced former senior leaders within municipalities such as City of Brampton and City of Mississauga.

The Town does not have sufficient expertise and people resources to undertake this work independently. The Perry Group has collaborated previously with the Town on the Corporate Technology Strategic plan and has familiarity with the Town's organizational structure and technologies.

For these reasons, staff recommend contracting with The Perry Group as a single source provider.

**STRATEGIC PLAN ALIGNMENT:**

This report aligns to the Town's Strategic plan recognizing the value to provide responsive, effective municipal government and strong leadership in the effective and efficient delivery of municipal services.

This report also identifies fiscal and corporate management as one of the Town's Strategic priorities.

**RELATIONSHIP TO CLIMATE CHANGE:**

This report is administrative in nature and does not directly impact or address climate change and the Town's Net Zero target.

**PUBLIC ENGAGEMENT:**

Public Engagement was not needed as this report is administrative in nature.

**INTERNAL CONSULTATION:**

The Senior Manager of Purchasing & Risk Management was consulted on this single source award. Management in relevant business stakeholder departments were consulted regarding the scope and timing of this engagement.

**FINANCIAL IMPLICATIONS:**

This report will be funded through an existing approved budget source.

The existing budget source is Capital Project 2300102004 Digitization of Building and Planning Strategy.

Reviewed and approved by,

Laura Lancaster, Commissioner of Corporate Services

Chris Mills, Chief Administrative Officer