



# The Township of Cavan Monaghan

Website and IT Service Delivery and Modernization Review

---

Executive Summary

January 18 2021



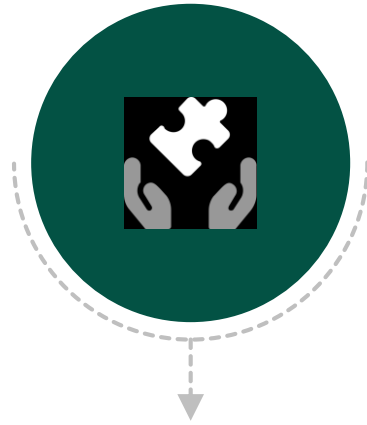
# How Did We Get Here?

MNP was engaged to conduct a Website and IT Service Delivery and Modernization Review for the Township of Cavan Monaghan. We were asked to assess five departments/areas – Administration, Fleet Management/Asset Management, Complaints Management/Clerk's Department, Planning/GIS Mapping, Buildings.



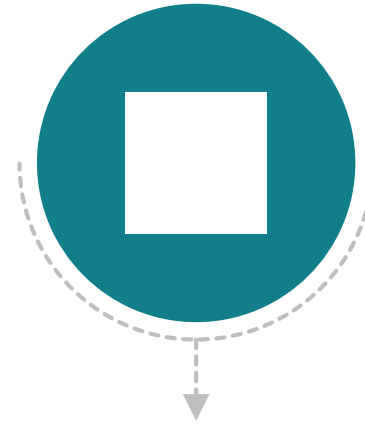
## Current State Assessment

MNP interviewed staff in five departments at Cavan Monaghan and did walkthroughs of key systems (Keystone, Cloudpermit, FileHold and GIS) as well as the corporate website. MNP delivered a summary of the current state.



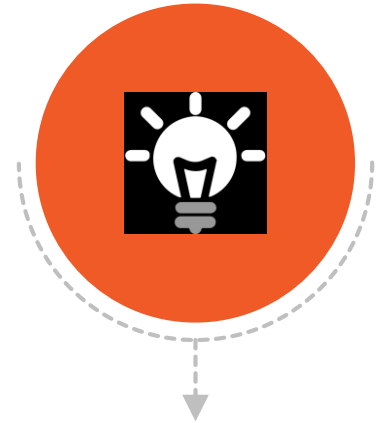
## Strategy and Future State

MNP summarized opportunities and options in a "strawman" future state and held a workshop with key stakeholders to confirm priorities and direction. Vendors were also consulted.



## Technology Roadmap

MNP developed a technology roadmap in collaboration with Cavan Monaghan staff and includes vendor information and costing.



## Technology Modernization Report

MNP has submitted a report that includes all deliverables and recommendations.

# Where We Are - Current State Highlights



While the Township has a suite of applications that reflect appropriate previous technology choices, it needs to improve governance and infrastructure and continue to modernize the application eco-system.

**Governance:** The overall governance of technology could be improved by continued leveraging of advisory services from the County in support of a more structured planning process to ensure that investments in technology are strategic and further the Township's overall objectives.

**Network Infrastructure:** Obsolescence of some components of the network infrastructure as well as the pandemic-related delay in the hardware upgrade program has created risks that should be addressed as soon as possible by expediting infrastructure investments in 2020-2021.

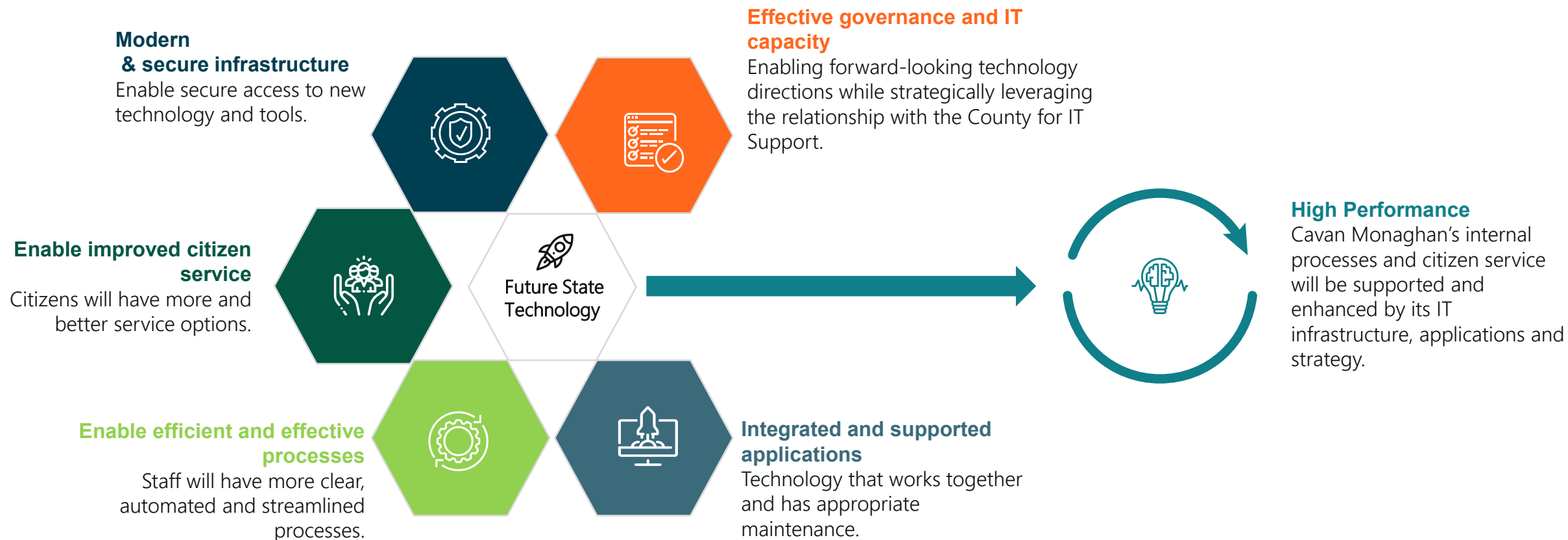
**Applications:** Significant internal operational improvements are achievable by modernizing the Enterprise Applications portfolio:

- Replacements – Keystone (high priority); E-scribe (potential/lower priority)
- Completing Roll-out - Cloud Permit; City Wide; incremental improvements to Website
- New applications to address functionality gaps– Complaints; Land Development Tracking – in collaboration with County.

**Citizen Service:** Improvements to infrastructure and applications will provide a foundation for citizen self-serve capabilities.

# Where We Want to Go - Future State Vision

## High Performance Enablers



# How We Get There - Strategy Overview



Our three recommended strategies were developed to address three important dimensions that are required to strengthen the technology capabilities of Cavan Monaghan and deliver the benefits that the Township hopes to realize.



## Risk Mitigation

Reducing current and future risks to operations and service delivery due to outdated technology and/or processes.



## Operational Effectiveness

Increasing the efficiency and outcomes of internal processes via technology.



## Enhanced Citizen Service

Offering more and better service options and results to citizens, with focus on self-serve options.

Objectives	Strategy 1: Upgrade Infrastructure	Strategy 2: Rebalance application portfolio	Strategy 3: Strengthening Governance
Risk Mitigation	✓		✓
Operational Effectiveness	✓	✓	✓
Enhanced Citizen Service		✓	✓

The technology roadmap will provide details about proceeding with all three strategies in a concerted way.

# How We Get There - Roadmap Summary (1/2)

## Overview

2020- 21	2021-22	2022-23	2023-2024
Upgrade infrastructure and disaster recovery procedure	Complete implementation of FileHold for records and document management	Complete implementation of Diamond ERP/VCH	Investigate options and implement Complaints management system
Strengthen governance	Replace Keystone with Diamond ERP/VCH	Complete implementation of City Wide for asset management	Improvements to public-facing GIS system
Minor improvement to GIS	Complete implementation of Cloudpermit	Implement improvements to Website	
	Implement Microsoft365		
	Develop plan for a shared Land Development Management system		

Microsoft 365 Evolution



Ongoing

Execute plan for Land Development Management solution

IT and GIS support and operations



Ongoing



# Roadmap Summary (2/2)

## Investments

The tables below summarize the costs presented in the subsequent slides for each program, on a one-time and on-going basis. The one-time costs are primarily one-time hardware upgrade costs, one-time licensing or estimated costs for consulting support. The on-going costs are estimated additional software subscription costs. Subscription costs for currently licensed solutions are not included. Costs for the Managed Services Agreement with the County are not included. The benefits of these investments are also presented on an annual basis. Costs that must be incurred to implement the recommendations are indicated here as “required” costs. The details of these costs can be found in [Appendix A](#).

Investment Category	2020-21 \$60,000 to \$106,000	2021-22 \$278,400	2022-23 \$3,200 to \$18,200	2023-24 \$17,000
One-time	Required: \$60,000 - \$65,000 Optional: \$41,000 consulting	Required: \$278,400	Required: \$3,200 Optional: \$15,000 consulting	Required: \$17,000 consulting
Ongoing		\$28,500 (Diamond maintenance & support)	\$28,500 (Diamond maintenance & support)	\$28,500 (Diamond maintenance & support) plus TBD subscription to Complaints Management solution
	<b>Benefits:</b> Secure, supported network infrastructure in place with validated cyber security. Improved governance in place; initial improvements to citizen web experience.	<b>Benefits:</b> New ERP with improved reporting, financial controls and processes in place; improved records and document management; improved permitting processes in place; Better collaboration and mobile capabilities in place; Plan for shared Land Development Management system established.	<b>Benefits:</b> Improved asset management, in place; improved citizen web experience in place.	<b>Benefits:</b> Improved complaints management in place; additional improvements to citizen web mapping experience.

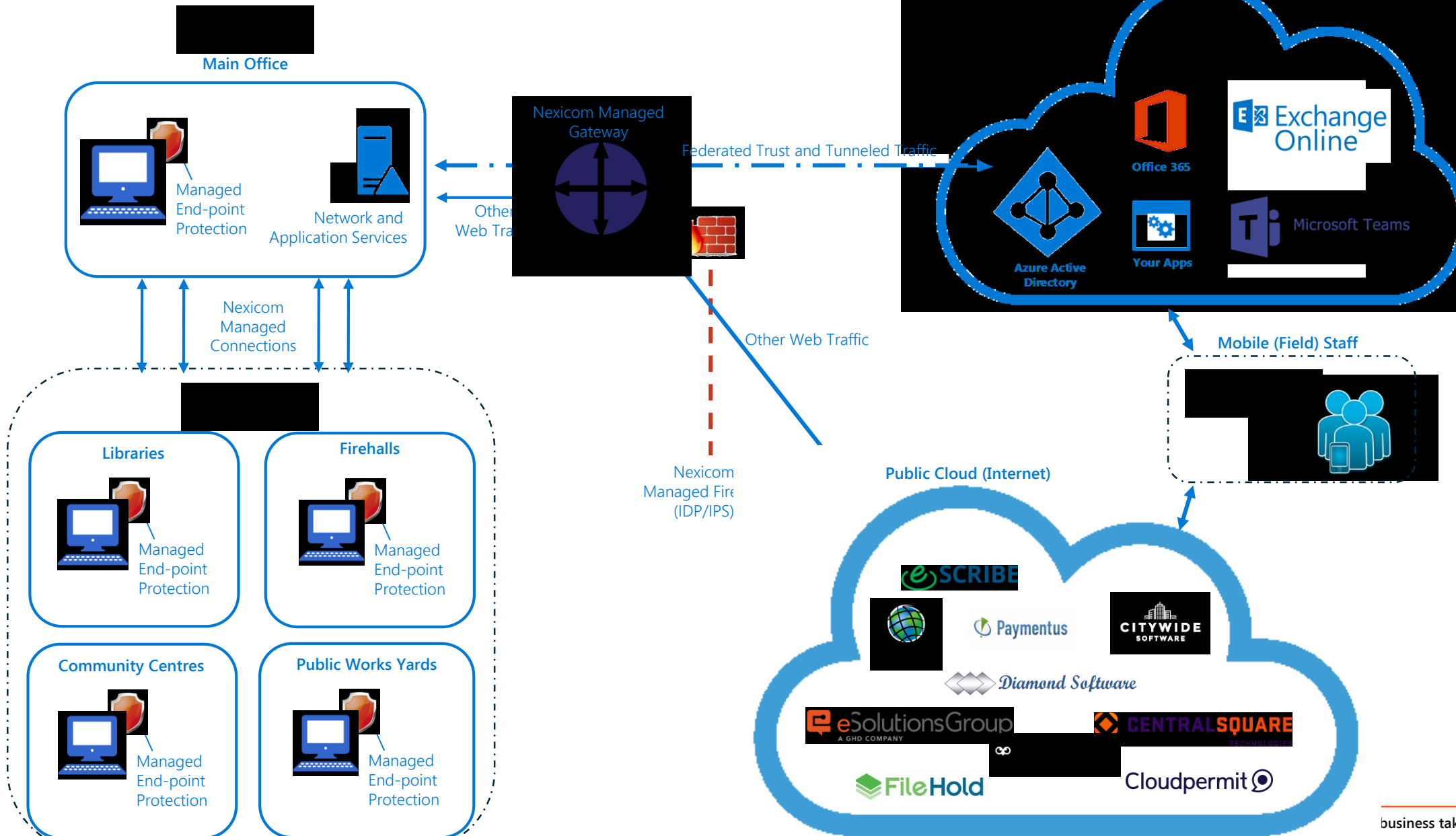
# Roadmap Schedule

## Schedule

Key Activities	2021												2022												2023												2024											
Months	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Upgrade infrastructure and disaster recovery procedure Jan to March 2021																																																
Strengthen governance Jan to March 2021																																																
Minor improvement to GIS February 2021																																																
Complete implementation of FileHold for records and document management April 2021 – September 2021																																																
Replace Keystone with Diamond ERP/VCH April 2021 – March 2022																																																
Complete implementation of Cloudpermit April 2021 – March 2022																																																
Implement Microsoft365 May 2021 – August 2021																																																
Develop plan for a shared Land Development Management system June 2021 – Dec 2021																																																
Complete implementation of City Wide for asset management April 2022 – June 2022																																																
Implement improvements to Website April 2022 – March 2023																																																
Implement Complaints management system April 2023 – Sep 2023																																																
Improvements to public-facing GIS system April 2023 – March 2024																																																



# Where the Roadmap will take the Town



# Appendix A

---

Detailed Cost Breakdown

# Detailed Cost Breakdown

## 2020 – 2021 Program

The tables below summarize the one-time and ongoing costs presented for the 2020 – 2021 program. Costs that are required to implement the Roadmap are indicated, as well as optional costs to support implementation. Where an initiative or activity in the 2020 – 2021 program is not included, the costs were assumed to be part of the County's IT Budget and/or current technology implementation plans.

Initiative	Activity	Cost Category	Cost
<b>Upgrade Infrastructure and Disaster Recovery Procedure</b>	Create Detailed Infrastructure Upgrade Plan and Disaster Recovery Plan	Optional	\$25,000 - Consulting Support
	Procurement	Required	\$30,000
	Test and validate security posture	Required	\$30,000 to \$35,000
<b>Strengthen Governance Framework</b> <ul style="list-style-type: none"> <li>Establish Technology Steering Committee</li> <li>Adopt guiding principles</li> <li>Establish project intake process</li> <li>Establish software selection and procurement process</li> <li>Establish Technology Manager Role</li> <li>Develop IT Policy Handbook</li> </ul>	Establish software selection and procurement process	Optional	\$8,000 - Consulting support
	Develop IT Policy Handbook	Optional	\$8,000 - Consulting support
<b>TOTAL</b> <b>\$60,000 to \$106,000</b>			Required: \$60,000 - \$65,000 Optional: \$41,000

# Detailed Cost Breakdown

## 2021 – 2022 Program

The tables below summarize the one-time and ongoing costs presented for the 2021 – 2022 program. Costs that are required to implement the Roadmap are indicated, as well as optional costs to support implementation. Where an initiative or activity in the 2021 – 2022 program is not included, the costs were assumed to be part of the County’s IT Budget and/or current technology implementation plans.

Initiative	Activity	Cost Category	Cost
Replace Keystone with Diamond ERP/Virtual City Hall	Define solution scope and conceptual design	Required	\$8,000 consulting support
	Negotiate license and services contract with Central Square	Required	\$130,000 onetime license
	Define detailed requirements	Required	\$20,000 (Central Square)
	Configure solution	Required	\$48,400 (Central Square)
	Migrate sample data and test solution	Required	\$28,000 (Central Square)
	Conduct training and obtain documentation	Required	\$22,000 (Central Square)
	Accept and sign-off solution	Required	\$22,000 (Central Square)
	Diamond maintenance and support (ongoing)	Ongoing	\$28,500
TOTAL \$306,500			Required: \$278,400 Ongoing: \$28,500

# Detailed Cost Breakdown

## 2022 – 2023 Program

The tables below summarize the one-time and ongoing costs presented for the 2022 – 2023 program. Costs that are required to implement the Roadmap are indicated, as well as optional costs to support implementation. Where an initiative or activity in the 2022 – 2023 program is not included, the costs were assumed to be part of the County's IT Budget and/or current technology implementation plans.

Initiative	Activity	Cost Category	Cost
Complete CityWide Implementation	Complete training and implementation	Required	\$3,200 (Already budgeted for 2020/2021 CityWide implementation)
Implement improvements to Website	Review and improve online customer journey	Optional	\$15,000 consulting support
Diamond ERP/Virtual City Hall	Diamond maintenance and support (ongoing)	Ongoing	\$28,500
TOTAL \$31,700 - \$46,700			Required: \$3,200 (already in budget) Optional: \$15,000 consulting Ongoing: 28,500

# Detailed Cost Breakdown

## 2023 – 2024 Program

The tables below summarize the one-time and ongoing costs presented for the 2023 – 2024 program. Costs that are required to implement the Roadmap are indicated, as well as optional costs to support implementation. Where an initiative or activity in the 2023 – 2024 program is not included, the costs were assumed to be part of the County’s IT Budget and/or current technology implementation plans.

Initiative	Activity	Cost Category	Cost
Implement Complaints Management System	Analyze needs for a Complaints Management system	Required	\$9,000 consulting support
	Explore internal options for a Complaints Management system	Required	\$8,000 consulting support
	Implement Complaints Management system	TBD	TBD
Diamond ERP/Virtual City Hall	Diamond maintenance and support (ongoing)	Ongoing	\$28,500
TOTAL \$45,500			Required: \$17,000 consulting Ongoing: \$28,500



# We look forward to working with you



SEAN MURPHY

ENGAGEMENT PARTNER



E: [Sean.Murphy@mnp.ca](mailto:Sean.Murphy@mnp.ca)



T: (613) 691-8503



7 Hinton Avenue North, Suite  
100

Ottawa, ON K1Y 4P1



VIVEK BAIJAL

PROJECT MANAGER



E: [Vivek.Baijal@mnp.ca](mailto:Vivek.Baijal@mnp.ca)



T: 613.691.8570



7 Hinton Avenue North, Suite  
100

Ottawa, ON K1Y 4P1

MNP

Wherever business takes you

[MNP.ca](https://mnp.ca)



KINCENTRIC  
**Best Employer**  
CANADA 2019