



Regular Council Meeting

To:	Mayor and Council
Date:	January 18, 2021
From:	Brigid Ayotte – Economic & Community Development Co-ordinator
Report Number:	ECD-2021-01
Subject:	Website and IT Service Delivery and Modernization Review

Recommendations:

1. That Council receive Report ECD-2021-01 for information; and
2. That Council consider the MNP recommendations to be included in the proposed budget as part of the 2021 Budget review process.

Overview:

In March 2019, the Province of Ontario provided one-time investment for Ontario's small and rural municipalities to "plan, modernize and improve the way municipalities provide services to their communities. With this funding, municipalities can improve service delivery by finding smarter, more efficient ways to spend money that help those who need it most while respecting taxpayer dollars" as per Steve Clark, Minister of Municipal Affairs and Housing.

The Township received \$586,372 of which the funding has been approved by Council and allocated as follows;

- \$110,950 2019 & 2020 Millbrook Organic Waste Collection (PW 2019-17),
- \$ 50,000 Website Design & Redevelopment (ECD 2019-08),
- \$ 71,872 Municipal Office Renovation Design,
- \$353,550 Financial Management Software, Integration & Training of \$293,550 (Finance 2020-22) including Finance/IT eighteen month contract.

In October 2019, the Province released additional funding to conduct service delivery reviews, implement recommendations from previous reviews and undertake a range of projects – such as IT solutions or process improvements. At the December 2, 2019 Regular Meeting, Council authorized Staff to submit an Expression of Interest application to the Provincial Municipal Modernization Program (MMP) for a Website & IT Modernization Plan. A third-party service delivery review was needed in order to qualify for implementation dollars available in the second phase of the funding.

Staff prepared an application with the objective of having a third-party consultant review the Township's existing operations relating to finance, complaint resolution, and fleet management with the goal of identifying opportunities to streamline processes and enable online self-serve options on the Township's website.

The application was successful and the Township was awarded \$25,000 for the project. In July of 2020 a Request for Proposal was issue and awarded to MNP (previously Meyers Norris Penny).

MNP conducted a review for the Township of Cavan Monaghan. Findings from the first phase of work identified key pain points and opportunities in the five departments/areas below:

- Administration
- Fleet Management
- Complaints Tracking and Resolution (Clerk's Department)
- GIS/Mapping (Planning)
- Building

A detailed Technology Modernization Report with recommendations and a comprehensive road map with costing over the next three budget cycles is attached to this report (Attachment No.1). The key components in the strategy include:

- **Upgrading the Network Infrastructure.** This is a critical and immediate requirement to ensure security and reliability of the Township's corporate information, including financial information.
- **Replacing the financial system.** The Township's legacy financial management system (Keystone) is obsolete and no longer fit for its original purpose and must be replaced. MNP is recommending the implementation of the Diamond ERP and Virtual City Hall suite from CentralSquare Inc., enabling more citizen-centric functionality. An overview of the Diamond ERP/VCH solution is provided in Appendix D of that report.
- **Strengthening Governance.** MNP is recommending establishing a Technology Steering Committee and a formal Technology Manager role to provide a more structured framework for technology-related planning and decision-making.

Upgrading the Network Infrastructure

The need to upgrade network and technology infrastructure to mitigate future risk had previously been identified by both Staff and the County of Peterborough IT Support. Costs for backup server and switches was approved in the 2020 Capital budget but could not be executed due to restrictions arising during the pandemic. As a result, the 2020 allocation of \$30,000 have been rolled over for Network Server upgrades, as part of the 2021 Capital Budget.

The MNP service delivery review also includes \$35,000 to Test & Validate Security Posture, \$16,000 for IT Policy Handbook Development & Procurement and \$25,000 for a Detailed Infrastructure Upgrade Plan and Disaster Recovery Plan. Staff have amended the budget to incorporate the MNP recommendations for Council's consideration as part of the 2nd draft Capital Budget for future budget approval.

- \$35,000 added for pre-approval (2022) to Test & Validate Security Posture,
- \$16,000 added in 2021 for IT Policy Handbook Development & Procurement
- \$25,000 renamed as Service Modernization Review/Consulting Support under Economic & Community Development.

The Detailed Infrastructure Upgrade Plan and Disaster Recovery Plan recommended by MNP is not currently part of the service agreement with the County of Peterborough but

could be explored as an addition. It will be reviewed in conjunction with the current Business Continuity Plan which is part of the Township Emergency Plan. The intent would be to provide more detailed strategies for restoring hardware, applications and data to support business continuity.

Replacing the Financial System

MNP recommended that Keystone be replaced with Central Square's Diamond Enterprise Resource Platform (ERP)/Virtual City Hall. It is a proven solution used by a number of Ontario municipalities and will satisfy functional requirements and address deficiencies with Keystone. A detailed cost breakdown is provided in Appendix C (page 54) of the Technology Modernization Report. Council approved a motion on December 10, 2020 (Finance 2020-22) to pre-approve the Financial Management Software, Integration & Training, as supported by MNP LLP's Website & IT Service Delivery and Modernization Review, and to enter into a contract for purchase of the Diamond ERP financial software including Virtual City Hall (VCH) as a Single Source procurement (5.6.2.) under Purchasing By-law No. 2020-22.

Strengthening Governance

MNP has recommended that the Township establish an interdepartmental Technology Steering Committee to provide a more structured approach to technology governance and procurement. The Committee would set a technology strategy and direction, approve an annual technology budget and assess the Township's application portfolio periodically to determine alignment with overall corporate strategy. Composition of the Committee would be identified in a Terms of Reference but would include Staff from the County to play an advisory role on any technology and new applications. MNP recommended that the Township consider establishing a software selection and procurement process as well as an IT Policy Handbook. This is not part of the existing service agreement with the County but could be considered as an addition or could be contracted to a third-party consultant. The provision of \$16,000 in the 2021 Capital Budget has been added for these two activities for Council's consideration.

MNP has also recommended that the Township consider creating a defined Technology Manager role as the complexity and volume of IT software and hardware integration along with activities that require co-ordination amongst departments and are exceeding staff resources. Currently the departmental software and applications are managed by the associated departmental managers such as; Keystone & EasyPay (Finance), File Hold, eSolutions/EScribe (Clerks), FirePro2 (Fire), Sensus & Winfluid (Water & Wastewater), Computrol & MESH (Public Works), Cloud Permit (Building), Social Media & Hootsuite (ECD) in addition to the Director of Finance/Treasurer who manages the IT services agreement with the County of Peterborough. This position could be a new contract position or an expansion of the County of Peterborough IT contracted services. This role would include responsibilities such as implementation of technology solutions in a cohesive manner, management of capacity, integration and purpose, including governing processes and managing data commitments amongst departments for all existing and future technology requirements.

It is expected that the Province will be announcing the intake for phase two implementation dollars shortly and as such, Staff will review criteria to see if funds for contracted wages will be considered an eligible expense. Funding required for 2022,

2023 and 2024 implementation activities identified in the Technology Modernization Report will be part of the phase two application to the Provincial Modernization Fund.

Financial Impact:

A detailed budget breakdown is outlined below:

Year 1 & 2 Activities	Budget	2020 Rollover Funds/Grant Money	2019 Provincial "One-Time" Modernization Investment Dollars	2021 Capital Request	2022 Capital Request
Upgrade Infrastructure and Disaster Recovery Procedure					
Create Detailed Infrastructure Upgrade Plan and Disaster R	\$ 25,000.00	\$ -		\$ 25,000.00	
Procurement (systems licenses and equipment)	\$ 30,000.00	\$ 30,000.00			
Cyber Security Testing	\$ 35,000.00	\$ -		\$ -	\$ 35,000.00
Replace Keystone with Diamond ERP/Virtual City Hall	\$293,550.00		\$ 293,550.00	\$ -	
Define solution scope and conceptual design					
Negotiate license and services contract with Central Square					
Define detailed requirements					
Configure solution					
Migrate sample data and test solution					
Conduct training and obtain documentation					
Accept and sign-off solution					
Diamond maintenance & Support					
Strengthen Governance Framework					
Establish software selection and procurement process	\$ 8,000.00	\$ -		\$ 8,000.00	
Develop IT Policy Handbook	\$ 8,000.00			\$ 8,000.00	
Total Budget	\$399,550.00	\$ 30,000.00	\$ 293,550.00	\$ 41,000.00	\$ 35,000.00

Attachment

1. Technology Modernization Report

Respectively Submitted by:

Reviewed by:

Brigid Ayotte
Economic & Community Development
Co-ordinator

John Connolly
Executive Director, Planning & Development

Kimberley Pope
Director of Finance/Treasurer

Yvette Hurley
Chief Administrative Officer