



## The Corporation of the Town of Tecumseh

Information & Communication Services

**To:** Mayor and Members of Council

**From:** Shaun Fuerth, Director Information & Communication Services

**Date to Council:** June 29, 2021

**Report Number:** ICS- 2021-03

**Subject:** Information Technology Service Delivery Review

---

### Recommendations

It is recommended:

**That** Information & Communications Report ICS-2021-03, Information Technology Service Delivery Review, **be received.**

### Executive Summary

During the 2021 Budget deliberations, Administration identified the need for an Information Technology Service Delivery Review (ITSR) that was approved by Council. This project is now finalized and is part of the overall Organizational Review conducted at the same time. This review highlights gaps in the Town's Information & Communication Services (ICS) Department and makes recommendations that include enhancements to staffing capacity, realignment of duties in addition to service, policy and process improvements. This review was undertaken with full staff participation and the resulting recommendations are supported by the Senior Management Team (SMT) and CUPE leadership. Administration is recommending a phased approach to the changes in business structure and focus found in both the ITSR and the Town's Organizational Review.

### Background

The Town's ICS Department was formed at the time of amalgamation in 1999. At that time core tasks were planning and establishment of networks, combining three information systems from the former municipalities and supporting staff. Since that time the need for IT resources by Council, Town Staff and the public has increased exponentially with technology being utilized in all areas of municipal service delivery provided by the Town.

As a measure to improve technology related service delivery, Administration determined a need to review the IT Service Delivery in the Town, complementary to the overall Organizational Review being conducted concurrently by KPMG. The consultants from both firms worked together during the development of these reviews and were in agreement with the final proposals submitted. Funding for the ITSR was approved as part of the Town's 2021 Budget and was subsidized in part by the Municipal Modernization Program.

A call for proposals was issued in February 2021 with Perry Group Consultants Ltd. (PGC) being the successful proponent. PGC has worked with over 130 municipalities across Canada in developing similar Information Technology reviews. As part of the project team, the Town was represented by Margaret Misk-Evans - CAO, Paul Anthony – Director Parks & Recreation Services and Shaun Fuerth – Director Information & Communication Services. Given the importance of technology and data to the Town, from the outset, this project was approached as an enterprise initiative, not just an ICS Department project. As part of the project the following areas of the Town were engaged through consultation:

- Council
- Senior Administration
- Department Managers
- Office Staff / Field Staff

PGC was asked to conduct a third party review and provide advice on the following:

- Documentation of policies and procedures
- Managed service agreements with third parties
- Existing hardware and software
- Cyber security
- Remote access / teleworkers
- Staff training
- IT Staff complement
- Leveraging Cloud Computing
- Network Architecture
- Business Continuity / Disaster Plan
- Communication (internal and external)
- Staff satisfaction
- Creation of a 5-year IT Master Plan
- IT Financials / Metrics

The ICS Department is made up of 4 Full Time Equivalents (FTE) - the Director, a Systems Analyst and two Geographic Information System (GIS) Technicians. The ICS Department enables the effective use of information technology and communications in all departments of the Town and with the public. The department works to ensure established department business objectives and corporate strategic objectives are realized through the following four business areas:

**Business Solutions** - focus on identifying opportunities for delivery and deployment of new business solutions for all Town departments. Specific responsibilities of this unit include:

- Business Needs Analysis
- Communication Plans
- Definition of Requirements
- Acquisition / Deployment
- Project Management and Quality Control
- Implementation
- Support and Maintenance

**Technical Services** - focus on maintaining a reliable, secure, scalable and cost-effective corporate computing and telecommunications infrastructure. Specific responsibilities of this unit include:

- Computing and Telecommunications Infrastructure Planning / Design / Procurement / Maintenance
- Capacity Planning
- Network Administration with regard to Cyber Security
- Security and Audio / Visual Systems
- Systems Administration
- Performance Monitoring and Fine-tuning
- Data Management
- Asset Co-ordination
- Digital Radios
- GPS / AVL Systems

**Client Services** - focus on providing support and assistance to clients in the use of corporate computer and communication facilities. Specific responsibilities of this unit include:

- Help Desk and Desktop Support
- Rollout and Logistics
- Troubleshooting and Diagnosis
- Training

**Geographic Information Systems (GIS)** – provide the means to represent, analyze, describe and interpret information allowing for better decision making, more effective means to manage assets, improve communication through visual tools, and improve productivity by leveraging technology and self-service tools such as the Tecumseh Online Mapping System. Examples of Municipal Information which is managed by GIS are:

- Storm and Sanitary Sewers, Water mains, Municipal Drains
- Roads, Street Signs and Lights
- Zoning and Parkland Information
- Parcel Maps, Easements and Registered Plan Inventory
- Mobile Field Staff Solutions
- Emergency Notification Systems and Mapping
- Aerial and Street View Photography

- Tecumseh Transit Routes and Mapping
- Fleet Location and Reporting (AVL)
- Asset Management

The final PGC report identifies gaps and areas of improvement in the delivery of the above noted services currently provided by the ICS department. In an effort to close these gaps and provide better service now and in the future, additional resources are required.

## Comments

The final report summary from PGC is found in Attachment 1 of this report and provides details on opportunities, project prioritization and an understanding of expected benefits. The project was divided into two components. The first phase was “Discovery” where a current state assessment was conducted in addition to interviews with representation from all departments, Council and an online survey. The second phase was “Plan” where PGC worked with the ICS Director and the Senior Management Team to prioritize opportunities for modernization and develop a series of recommendations, an implementation plan and the preparation of the final report.

The current state assessment identified strengths in the current IT service delivery for the Town and also identified areas for improvement.

The following items are recommended for review:

- Business Continuity and Disaster Recovery Plan
- IT Governance Model and an IT Steering Committee (ITSC)
- Network Security and Management
- Digital Strategy
- Cloud Strategy
- Training
- Partnerships with the private sector to provide well rounded IT Service Delivery
- Customer Service Tracking
- Collective Prioritization of projects across the Corporation

PGC reviewed current and future needs and identified that additional capacity in the areas of business analysis, management and helpdesk is in order. Recommended changes would provide for more strategic direction for the department as well as functional support for the business needs of the organization.

Implementation of these improvements is planned gradually as part of the overall Organizational Review running in parallel to the ITSR.

Subject to Council’s acceptance of the ITSR recommendations, Administration plans implementation phase-in within a 4-year timeframe.

## Consultations

All Departments  
Union Leadership  
Perry Group Consulting Ltd.

## Financial Implications

Subject to Council's favourable consideration of the ITSR recommendations, the additional costs associated with implementation will be referred to the 2022 budget deliberations.

## Link to Strategic Priorities

Applicable	2019-22 Strategic Priorities
<input checked="" type="checkbox"/>	Make the Town of Tecumseh an even better place to live, work and invest through a shared vision for our residents and newcomers.
<input checked="" type="checkbox"/>	Ensure that Tecumseh's current and future growth is built upon the principles of sustainability and strategic decision-making.
<input type="checkbox"/>	Integrate the principles of health and wellness into all of Tecumseh's plans and priorities.
<input checked="" type="checkbox"/>	Steward the Town's "continuous improvement" approach to municipal service delivery to residents and businesses.
<input checked="" type="checkbox"/>	Demonstrate the Town's leadership role in the community by promoting good governance and community engagement, by bringing together organizations serving the Town and the region to pursue common goals.

## Communications

Not applicable ☒

Website ☐

Social Media ☐

News Release ☐

Local Newspaper ☐

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Prepared by:

Shaun Fuerth, BCS  
Director Information & Communication Services

Reviewed by:

Paul Anthony, RRFA  
Director Parks & Recreation Services

Recommended by:

Margaret Misek-Evans, MCIP, RPP  
Chief Administrative Officer

<b>Attachment Number</b>	<b>Attachment Name</b>
1	Town of Tecumseh Information Technology Service Review – Perry Group Consulting, June 18, 2021