



The Corporation of the Town of Tecumseh

Legislative & Clerk Services

To: Mayor and Members of Council

From: Robert Auger, Director Legislative Services & Clerk

Date to Council: February 28, 2023

Report Number: LCS-2023-03

Subject: Corporate Records and Information Management Review

Recommendations

It is recommended:

That Report LCS-2023-03 entitled “Corporate Records and Information Management Review” together with the presentation by Paula Lederman of Imerge Consulting **be received**;

And that the independent third party review final report entitled, “Corporate Records and Information Management Review - Information Management Strategy, February 2023”, as prepared by Imerge Consulting **be endorsed** in principle;

And further that Administration report back to Council with its recommendations and implementation framework arising from the Corporate Records and Information Management Review;

And furthermore that the independent third party review final report entitled “Corporate Records and Information Management Review - Information Management Strategy, February 2023”, as prepared by Imerge Consulting **be posted** to the Town of Tecumseh website in accordance with the requirements of the funding received from the Municipal Modernization Program – Intake 3.

Background

The Province of Ontario has been providing funding to help small and rural municipalities to modernize service delivery and identify new ways to be more efficient and effective under its Municipal Modernization Program (MMP) since 2019.

In 2021, the Province announced a third intake under its MMP to allow municipalities to benefit from provincial funding to conduct third party reviews, as well as to implement projects to increase efficiency and effectiveness and lower costs in the longer term. Projects that support the following priorities were eligible:

- Digital modernization
- Service integration
- Streamlined development approvals
- Shared services/alternative delivery models.

These initiatives are to be undertaken by a third party reviewer and result in a public report posted to the municipality's website.

The Town made application under the MMP – Intake 3 (Program) seeking funding to support an independent comprehensive assessment of the Town's physical and electronic records and provide the framework for improving service delivery and cost efficiencies, as detailed in Report LCS-2022-04 'Corporate Records and Information Management Review'.

The Town was awarded \$50,880 through the Program to undertake this work.

In accordance with the Town's Purchasing Policy, a Request for Proposal (RFP) seeking a third party service review of the Corporate Records and Information Management Systems was issued in June 2022 and through the process secured consultant services from Imerge Consulting to perform the service delivery review.

Comments

Imerge Consulting commenced the review in September 2022 and undertook the following phases to evaluate the Town's physical and electronic records to identify the strategies and processes to optimize software platforms, integrate applications and digitize manual paper processes to improve both service delivery and efficiency:

Phase 1: Detailed Project Plan

- Detailing of roles and responsibilities, project reporting and updating, compile and review background material and data gathering methodologies

- Project kickoff with Corporate Records and Information Management Steering Committee – Chief Administrative Officer, Director Technology & Client Services, Deputy Clerk & Manager Legislative Services and Deputy Clerk – Clerks Services & Policy Advisor

Phase 2: Data Gathering and Consultation for Current State Assessment

- Undertake inventory and analysis of existing physical and electronic records including life cycle and systems which are serving as repositories
- Review recordkeeping policies, procedures and tools (TOMRMS/Retention/Laserfiche) to identify a strategy which allows records to proceed through their life cycle using an integrated solution and efficient workflows
- Consultation through interviews using a guided questionnaire and discussion to identify gaps between existing and best practices (13 interviews were held with approximately 31 staff representing all departments)
- Conduct survey with industry comparable municipalities regarding their respective information management practices
- Complete a detailed Generally Accepted Recordkeeping Principles (GARP) review to benchmark and assess the current state of recordkeeping for all records, paper and electronic

Phase 3: Strategic Analysis and Recommendations

- Develop an implementation plan which focuses on operational efficiencies in creating, finding, managing and protecting information
- Analysis includes policies and procedures, physical infrastructure (storage), digitization priorities (scanning and retrieval), security of records, technology of records (software), staffing resources, email management and electronic records clean up and content migration to lifecycle managed repositories

Phase 4: Implementation Plan

- Create a roadmap, timing and implementation plan to achieve recordkeeping compliance with ISO Standards and GARP best practices
- The timeline highlights specifics regarding cost and resources required for the following components:

- Information Governance – roles, responsibilities, policies, procedures, tools, vital records, security and disaster recovery
- Technology – software, content migration and cleanup, email management, backup procedures and digital preservation
- Training & Compliance – types of training, communications and change management, compliance and information management audit process.

Imerge Consulting will be presenting their findings and recommendations to Council at the February 28 Regular Council Meeting.

Following the presentation, Administration will report back to Council with a framework for the implementation of recommendations from the Corporate Records and Information Management Review, including any budgetary impacts.

Consultations

All Departments
Corporate Records and Information Management Steering Committee

Financial Implications

There are no financial implications at this time.

The third party review cost of the Corporate Records and Information Management Review is fully funded through the Municipal Modernization Program – Intake 3.

Link to Strategic Priorities

Applicable	2019-22 Strategic Priorities
<input 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 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:

Christina Hebert, BA (Hons), MA, Dipl. M.A.
Deputy Clerk – Clerks Services & Policy Advisor

Reviewed by:

Robert Auger, LL.B.
Director Legislative Services & Clerk

Recommended by:

Margaret Misek-Evans, MCIP, RPP
Chief Administrative Officer

Attachment Number	Attachment Name
None	None