



The Corporation of the City of Cornwall
Regular Meeting of Council
Report

Department: Financial Services
Division: Information Technology and Telecommunications
Report Number: 2021-77-Financial Services
Prepared By: Tracey Bailey, General Manager, Financial Services
Meeting Date: August 9, 2021
Subject: ITT Master Plan

Purpose

To provide Council with the Information Technology and Telecommunications Master Plan (ITTMP).

Recommendation

That Council receive the City's Information Technology and Telecommunications Master Plan.

Financial Implications

Subsequent to the development of the 5-year implementation plan of the ITTMP, a high-level review of the current funding model was conducted to ensure the appropriate funding levels are in place to support the recommendations in the implementation plan.

It is noted in the ITTMP that to enable the move towards the desired future state, the City should implement an ITT reserve to support and accelerate major ITT projects and deliverables. This ITT reserve should fund ITT projects that have been prioritized for the medium and long-term within the ITTMP and may require capital costs to procure and implement solutions. Administration will review and provide further information to Council at the time of the 2022 budget discussions.

Strategic Priority Implications

Cultivating information and communications technology to improve and enhance the efficiency of City operations, engagement, and service to the community.

Background / Discussion

The City of Cornwall's ITT division provides information, communication, and technology services to support all City departments. The ITT division provides services to over 550 users and a data center providing network connectivity for 23 office locations.

Services include hardware and software technical support, network design and implementation, internet and web, information security (confidentiality, integrity, and availability), wireless and mobile technology and apps, and information and communication technology policy and support. ITT staff provide desktop support, mobile and remote computing environments, maintains physical and virtual servers, and the disaster recovery site data center.

ITT's day-to-day responsibilities include managing technology projects and ensuring that the enterprise systems, applications, networks, end user devices, and communications systems, which support the operations of the City, are continuously available and operating effectively.

As part of the 2020 budget, Council approved the development of its first ITTMP. Through the RFP process, the City engaged with RSM Canada (RSM) to complete the ITT Master Plan.

Over the past 7 months, RSM conducted a review of ITT Services. In order to inform the ITTMP, RSM worked with and conducted interviews and workshops with the staff of ITT services, senior management, and departmental staff. RSM also conducted a municipal scan and collected peer data through information requests and interviews with three comparator municipalities – the City of Kingston, the City of Peterborough, and the Municipality of Chatham-Kent.

The ITTMP identifies the current state of ITT services, determines key gaps, challenges, immediate opportunities, and provides recommendations in achieving the desired future state as it relates to People, Process, and Technology. An implementation plan was developed for the short, medium, and long-term and prioritized on a roadmap. The 19 recommendations included in the 5-year implementation plan are grouped into the following five initiatives: Restructure ITT to Better Serve the City; Strengthen ITT Capabilities; Improve



ITT Service, Support, & Operations; Improve Critical Organizational Capabilities; and Support the Continuous Improvement of Departmental Operations. The implementation plan is structured starting in the third quarter of 2021 and finishing at the end 2025.

ITT services are a critical component in the provision of City services. The ITTMP provides the required insight to ensure that the ITT division is able to adapt and evolve so that it is able to deliver the support and services that will meet the needs of the City now and into the future.

Document Title:	ITT Master Plan - 2021-77-Financial Services.docx
Attachments:	- ITT Master Plan.pdf
Final Approval Date:	Aug 3, 2021

This report and all of its attachments were approved and signed as outlined below:

Tracey Bailey - Aug 1, 2021 - 10:12 PM

Maureen Adams - Aug 3, 2021 - 12:51 PM