
2020 Business Plan & Budget

Information Technology

Prior Year Accomplishments

Economic Prosperity & Innovation

The Information Technology department completed the development of and released the County's first Digital Strategy entitled "SMARTnorthumberland: An Intelligent Community". Created in consultation with Council, County staff, local businesses and residents, this strategy identifies 10 action items in 3 focus areas as a planned, coordinated effort to shape the introduction and use of new technologies in County workplaces and in the community. Economic prosperity and innovation are at the core of this strategy and many initiatives are underway related to this area; specifically around broadband enhancements, innovation activities and digital literacy. The County took its first steps on an Open Data journey by publishing its first open data set in an innovation-backed appathon activity. A collaborative relationship was set up with Fleming College in the mobile application development space that will help to serve newcomers to our community.

Sustainable Growth

The Information Technology department strives to ensure that the backend technology supports are effective and sufficient to support ongoing organizational and community growth in a manner that is cost effective and value driven. Examples of 2019 accomplishments in this area include:

- Deployment of a digital signage solution
- Upgrade of the County website to a modern, responsive and accessible new version supported with new online service delivery options and backed with e-Commerce capabilities
- Continued attention to and investment in IT security and cybersecurity solutions and best practices
- The upgrade of numerous business critical backend systems and solutions including HRIS, SAMS, GIS, GeoWare, SARA Staff Security, Interdev, CityWorks, and Integra Security solutions
- The upgrade of critical IT infrastructure including networks, servers, storage and end-point workstations



In addition to the above, broadband connectivity in the County is essential to sustainable growth. With the development of the digital strategy, work has commenced on several initiatives including awareness via public sessions, and collaborative efforts with organizations like EORN and private ISPs to bring better broadband connectivity to the County.

Thriving & Inclusive Communities

The Information Technology department actively participates on the County's Ontario Health Team by co-leading the development of the digital health strategy to support the initiative. The new service delivery options that were built into the website allow our residents and businesses to interact with County services and staff via an online alternative to traditional face-to-face communications. In collaboration with all County departments, these online service delivery opportunities are being expanded. The digital strategy aims to be inclusive by design and offer opportunity to all members of our community.

Leadership in Change

The Information Technology department provides managed IT services to 3 member municipalities and both local police forces. These services were expanded in 2019 to include the Municipality of Port Hope and other opportunities are being explored. Through these relationships, IT chairs the Inter-Municipal IT Working Committee (IMITWC) that focuses on working closely with its member municipalities to identify opportunities to be collaborative in nature. In 2019, the IMITWC embarked on an IT Security Program – an assessment-based initiative to identify the current state IT security in each member's IT infrastructure and to work towards collaborative opportunities to address the shortcomings. The SMARTnorthumberland digital strategy lays the framework and plans to lead a technology-backed initiative in the County to better realize the opportunities that newer technology can bring to our County workplaces, County service delivery, and within the community.

2020 Service Objectives & Initiatives

Economic Prosperity & Innovation

The Information Technology department will continue to work towards improving its internal capabilities to better support the County's lines of business with the goal of providing and demonstrating business value and identifying and implementing technology-based efficiencies. The portion of the provincial modernization funds allocated to IT will be invested in a manner that will realize both modernization and efficiency benefits. The digital strategy implementation will continue and will focus on those items that will bring economic prosperity to the community. Continued efforts in working with public and private partners to bring better and more robust broadband enhancements to the County will continue. Tech innovation opportunities will be actively pursued as the County gains in prominence as a tech-friendly



location. The Open Data initiative will continue to grow in a controlled manner as innovation opportunities and transparency of government operations are addressed and made available. Collaborative opportunities will be explored as the digital strategy moves forward in its goal of creating a more intelligent community.

Sustainable Growth

Ensuring that technology keeps pace with the demands and expectations of our lines of business and opportunities as they present themselves, the Information technology department will continue to build a responsive and efficient technology infrastructure. Internal to the organization, the following initiatives will be pursued:

- Continued cybersecurity enhancements in both systems and processes
- The fine-tuning of business continuity and disaster recovery plans
- Technology modernization initiatives including:
 - An Office 365 migration
 - Continued roll-out of the VDI solution
 - The initiation of a County innovation committee
 - Continued technology modernization activities in the workplace
- Core Infrastructure upgrades to ensure that the IT infrastructure can adequately support organizational growth

In the community, the following initiatives will be pursued:

- Continued collaborative work on improving broadband and cellular capability and capacity
- The development of a digital governance framework to ensure the security and privacy of County information and data
- Continued investment in tech innovation opportunities

Thriving & Inclusive Communities

Involvement in the County's Ontario Health Team with respect to the development of a digital health strategy will continue. Enhancement of the website e-service delivery options will continue with the goal of providing an online alternative for all County interactions – a true omni-channel service delivery model. And continued digital strategy implementation activities to ensure equality and inclusivity in technology initiatives in the County.

Leadership in Change

The provision of managed IT services to member municipalities will continue and opportunities to work more closely with our member municipalities pursued. Collaborative projects like the IMITWC IT Security program will continue as funding opportunities will be pursued so to be able to fund necessary security enhancements. And work on the SMARTnorthumberland initiative will continue focusing on:



- Modernizing the workplace and transforming County lines of business
- Expanding community engagement opportunities using online tools (e.g. participatory budgeting)
- Addressing broadband challenges
- Facilitating digital literacy opportunities in the County

Long Term Plan & Strategic Objectives

Economic Prosperity & Innovation

1. To create a more intelligent workplace and community, a SMARTnorthumberland, by introducing and making use of newer technologies
2. To use technology as an investment vehicle to attract innovation-minded businesses and professionals
3. To ensure effective and efficient presence and use of technology to maximize the value of key assets

Sustainable Growth

1. To ensure that the County IT infrastructure (people, tools, and processes) are present to support and ensure organizational success
2. To continue to work towards ensuring that adequate broadband and cellular services are available to County residents and businesses
3. To safeguard the privacy and security of County data and information

Thriving & Inclusive Communities

1. Ensure an effective omni-channel service delivery model for the County.
2. Continued emphasis on community benefit from technology initiatives and enhancements
3. Continue to support Northumberland's Health Team from a digital health perspective

Leadership in Change

1. Continue to provide, grow and enhance the quality of the IT managed services to promote a shared service approach
2. Continue to pursue collaborative opportunities using technology for the benefit of the County
3. Continue to modernize County operations using technology and technology solutions

2020 Issue Paper

Creation of Digital Strategy Fund

Purpose

The purpose of this Issue paper is to seek Council approval for the creation of a digital strategy fund to assist with providing initial financing for transformational or innovative technology enhancements in the County workplace and for the community, as identified by the digital strategy.

Background

In August 2019, Northumberland County released its first digital strategy titled “SMARTnorthumberland: An Intelligent Community”. This digital strategy identified 10 action items in 3 focus areas as a planned, coordinated effort to shape the introduction and use of new technologies in County workplaces and in the community.

With respect to digital transformation in County workplaces, focus will be geared towards:

- Building the digital infrastructure – investing in the underlying technology infrastructure to support digital transformation activities
- Modernizing the workplace – introducing new technologies and new technology-backed process automation activities to realize efficiencies.
- Transforming lines of business – making greater use of technology to positively impact how a County function or business is delivered.

With respect to digital service delivery for our residents, focus will be geared towards:

- Expanding community engagement – investing in technology solutions to facilitate greater dialogue between the County and its residents and businesses.
- Enhancing digital service delivery – providing an always on and available online service channel for residents to do business with the County.
- Establishing an open data initiative – publishing anonymized County data sets that can be freely used, shared and built upon by anyone for any purpose.

And with respect to technological innovation in the community, focus will be geared towards:



- Addressing broadband challenges – working collaboratively with existing initiatives and seeking out other opportunities to improve broadband capacity in the County.
- Establishing a digital governance framework – creating a set of “operating rules” for organizations wishing to introduce new technologies into the community that ensures the security and privacy of our residents’ information and data.
- Pursuing innovative opportunities – facilitating tech innovation in the community as a means of attracting developers and entrepreneurs and assisting the County’s transition to a knowledge workforce.
- Facilitating digital literacy – improving our community’s shared digital knowledge as a means of creating a knowledgeable workforce as well as ensuring a safe understanding of the risks associated with greater technological integration.

In order to progress with addressing these action items and achieve goals associated with each, a dedicated source of funding needs to be made available.

Consultation/Options

In consultation with the CAO, Treasurer and the IT Department Coordinators, it is recommended that Council approve the creation of a Digital Strategy fund with an initial investment of \$50,000 on an ongoing basis.

Financial Impact

The request is to re-direct \$50,000 from the Digital Strategy Reserve (which has an annual \$150,000 allocation) to fund digital strategy initiatives in the County, as per the Digital Strategy.

Where possible and feasible, provincial or federal grant opportunities will be pursued, as well as collaborative partnerships with industry and educational entities, to help offset costs of meeting the objectives of this strategy.

Risk Considerations

Success with achieving the goals associated with the 10 digital strategy action items is predicated on the availability of funds to pursue those objectives. Without a commitment of a dedicated stream of funds to support this initiative, the digital strategy will struggle to advance the use of technology in County workplaces and within the County.



Impacts to Member Municipalities/Partners

Any advances or achievements that are driven by the Digital Strategy will serve to benefit not just the residents of our County but other municipal entities. Opportunities to collaborate, such as the IMITWC Security Program, will continue to be investigated and pursued.

Included in 2019 Long Term Plan: YES

The development of a Digital Strategy has been in long term plans for the County. This request is to ensure some level of success with implementation.

Attachments

SMARTnorthumberland Infographic

DIGITAL STRATEGY 2019

SMART NORTHUMBERLAND

Our digital vision

SMARTnorthumberland: an intelligent community.

Our digital mission

To use information and technology to create inclusive prosperity, tackle social and governance challenges and enrich quality of life.

Overriding goal

Aligned with the concept of an intelligent community, this strategy will act as a road map to coordinate existing digital transformation activities and to introduce new technology-supported ideas and opportunities to Northumberland.

Intelligent community indicators



Broadband



Knowledge
workforce



Innovation



Digital
equality



Sustainability



Advocacy

Action items



Workplace focus

Digital transformation at County offices

- Build the digital infrastructure
- Modernize the workplace
- Transform lines of business



Service focus

Digital service delivery for our residents

- Expand community engagement
- Enhance digital service delivery
- Establish an open data initiative



Community focus

Tech innovation in the county

- Address broadband challenges
- Establish a digital governance framework
- Pursue innovative opportunities
- Facilitate digital literacy



2020 Issue Paper

IT Infrastructure Upgrades

Purpose

The purpose of this Issue Paper is to seek approval for 2020 Information Technology infrastructure upgrades including:

- Server/SAN upgrade

Background

The IT department has a 10-year technology infrastructure replacement plan based on anticipated life expectancy of technology devices and industry standard refresh cycles. Where feasible, the County IT department looks at extending the lifecycle in a risk managed approach to obtain the best monetary value for the technology. For 2020, the plan calls for 1 major technology refresh.

1. Server/SAN Upgrade

One of the main components of the County's IT infrastructure is its Server/SAN. This component houses all the County's virtual servers (>40) and the County's data storage. All County businesses are dependent on this infrastructure as it is a vital component of our IT infrastructure. This component is approaching 6 years of age and has already been extended by one year to gain more value from its use. At this point in time, it is too great a risk to continue to rely on this aging piece of equipment and IT staff recommend its replacement.

Consultation/Options

In consultation with the CAO and the IT Department Coordinators, it is recommended that Council approve the 2020 technology infrastructure upgrades as detailed above and direct the IT Director to proceed with the purchase and implementation of the new equipment and/or services.



Financial Impact

The anticipated financial costs associated with infrastructure upgrade are as follows:

Infrastructure Component	Capital / Operating	Estimated Cost	Notes
Server/SAN Upgrade	Both	\$150,000	This will include both capital purchases of equipment, minimum 3 years of support & maintenance, and professional services to perform the upgrade.
*Less Tech Infrastructure Reserve		\$30,000	
**Less Corporate Reserve (available IT project funds prior years)		\$60,882	
*** Less Digital Strategy Reserve		\$59,118	
Total Levy-Based Funding		\$0	

*\$30,000 will be used from the Technology Infrastructure Reserve to help fund the cost of this project.

**\$60,882 will be used from unspent and available IT project funds within the Corporate Reserve.

***\$59,118 will be used from the Digital Strategy Reserve to help fund the cost of this project.

Risk Considerations

Out of date technology equipment, especially those that are part of the core infrastructure that supplies technology services to the County, pose a significant risk to the organization if they fail. Recovery time and unplanned purchases of new equipment pose a financial and operational risk to the organization. It is important that we maintain a good state of repair of our technology equipment.

Impacts to Member Municipalities/Partners

N/A

Included in 2019 Long Term Plan: YES

The IT 10-year infrastructure replacement plan.

2020 Issue Paper

Manager of IT Security and Infrastructure

Purpose

The purpose of this Issue paper is to request the addition of a net new **Manager of IT Security and Infrastructure** position in the IT Department, as per the IT Strategy 2018, goal #4, Organizational Re-design. This position will manage IT security and infrastructure initiatives in the County and address current resourcing issues in the department.

Background

With the creation of the IT Department in 2017, the organizational design was flat; consisting of a Director, one Team Lead and several Technical Support Analysts. This structure was inadequate to support the growing needs of the organization at a time where technology was playing a more prominent role in both organizational strategy and business operations. The approved IT Strategy 2018 identified a newly envisioned departmental org structure that consisted of 4 tiers of staff (director, manager, technical analysts, and service desk analyst) that would better align with and support current organizational needs and departmental challenges. Furthermore, creating two distinct areas of oversight within the department was identified as being the most efficient with respect to service provision and operational oversight.

During the development of the IT Strategy 2018, we reached out to our comparator groups to get a better understanding of their IT departmental organizational structures. The more progressive organizations had a design similar to what is being proposed as it is more efficient and capable of meeting organizational need. The first of these manager positions, Business Relationship and Client Services Manager, was created in 2018 to fill the role of interfacing with our individual departments and managing the service desk function. Already completed was the re-classification and creation of a new Service Desk Analyst level that continues to provide ongoing operational benefit to the organization as a centre point of contact and support. The second managerial position, proposed here, is to oversee and provide a dedicated resource for the IT security of the organization as well as overseeing our IT infrastructure and data centre. Specific responsibilities will include:

- Security
 - Lead the IT security strategy for the County
 - Ensure the security of the County's information and data
 - Manage security audits, assessments and remediation plans

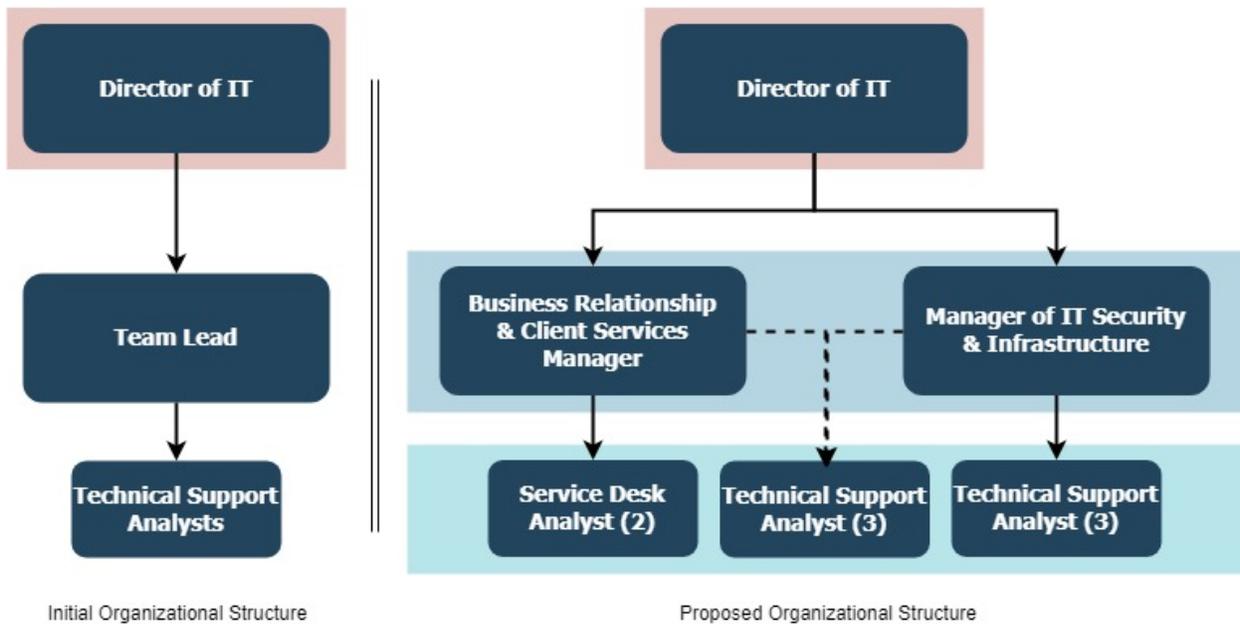


- Work closely with member municipalities to improve cybersecurity posture
- Infrastructure
 - Lead the IT infrastructure strategy for the County
 - Ensure efficient and effective operation of the County's networks and data centre
 - In collaboration with BRM/Client Services, oversee the managed services agreements with the member municipalities

IT security continues to be a challenge for many small to mid-sized organizations as the growing threat landscape continues to negatively affect those organizations that are not adequately prepared. An official IT security presence will assist the organization in managing cybersecurity risk and ensure compliance with industry standard practices. In addition, providing a dedicated resource to oversee IT Infrastructure projects will help alleviate existing oversight and resourcing pressures in the department resulting in a more efficient delivery of IT services.

SMARTnorthumberland Digital Strategy's action item "Building the digital infrastructure" identifies the need for both adequate IT staff and resource skillsets to support internal digital transformation activities and greater emphasis in the organization on IT security. This proposal addresses the latter directly and the former indirectly in that an efficient departmental structure will support these initiatives. An added benefit to the implementation of the Action Items identified in the Digital Strategy, is the freeing up of Director resources away from operational tasks to those more strategic or innovative in nature.

Below is a comparison of the original and proposed organizational structure of the IT department.



Consultation/Options

In consultation with the IT Departmental coordinators and the CAO, options were discussed and reviewed, and a consensus reached that this proposal was best suited to meet the current and future needs of our organization.

Financial Impact

An IT Manager position is evaluated as a salary grade G, resulting in an annual commitment (salary plus benefits) of \$144,567.

The 2020 impact will be ½ of the full commitment as the position will be filled in the 3rd quarter. The financial impact for 2020 will be \$72,284.

This position will be funded through the County levy.

Risk Considerations

Impacts for cybersecurity breaches and hacks are far ranging. Recent like-sized municipal breaches have been incurring bitcoin payments of approximately \$10,000 and upwards to \$250,000 in recovery costs, with an undetermined impact to organizational reputation. Recovery time frames average in the 2 – 3 week time frame where organizational IT resources



(applications, files, data) are unavailable. A dedicated IT Security function is a vital within any organization as it aims to minimize risks of external threats to ensure business continuity and resiliency. Presenting a proactive, focused security function will enhance our cyber security posture, and having this function dedicated to IT Security and Infrastructure management is a necessary component of organizational risk management.

Impacts to Member Municipalities/Partners

The County IT Department provides IT support and planning services to 3 member municipalities and both local police forces. This resource would be utilized by these partners as part of our managed services agreements. In addition, there would be an opportunity to provide strategic leadership and advice to other member municipalities as the need arises.

Included in 2019 Long Term Plan: YES

The requirement for this additional resource was identified in the IT Strategy approved by Council in 2018.

Attachments

2018 IT Strategy Summary

IT STRATEGIC PLAN



2018

Building the Foundations

Goal #1: Develop an IT Policy Framework

Goal #2: Create a Business Relationship Management function

Goal #3: Create a secure and resilient IT infrastructure

Goal #4: Redesign the IT organizational structure

Goal #5: Create a Digital Strategy for the County

2020 Issue Paper

Transfer the Records Management Function to the IT Department

Purpose

The purpose of this Issue Paper is to request approval to transfer the organizational responsibility for Records management to the IT department and to hire a full-time, permanent Records Management Coordinator position to oversee the function.

Background

The Records and Archival Services Coordinator position is currently responsible for overseeing the County Records and Records management and the Archives and Museum Program. The position provides leadership and operational support across the corporation with respect to the comprehensive management of corporate information assets as well as manages operations at the Northumberland County Archives and Museum (NCAM), a multi-service public research and cultural services facility.

Records management responsibilities include:

- Governance – the development, implementation, maintenance, and promotion of policies and procedures that employ appropriate access and control, classification, retention and disposition of all information resources in all media formats
- Internal Training and Resource Development – analyze and implement information resources and training required for staff to perform their specific function in compliance with the RIM program;
- IM Processes – overseeing lifecycle management of active, inactive and vital Corporate records in all media formats; oversee maintenance of records inventories & databases; reviewing and managing yearly updates and changes to retention schedule in response to changing legislation/regulation and evolving business unit needs; lead business change initiatives associated with new techniques in records and records management;
- Access & Privacy – supporting records searches in response to Freedom of Information requests; facilitating records retrieval

Projects that are on the horizon for the records and information program include:



- Improvements to records classification, review, and physical and electronic disposition processes
- Increased resources and training to internal staff regarding their department records processes, management of electronic documents and emails in particular
- Researching and implementing procurement and administration of County enterprise content management system in collaboration with Information Technology.

Archival and museum services responsibilities include:

- Curatorial – undertake and supervise all actions related to collection donations and purchases; build collection in accordance with the Archives’ collections plan and accession policy; initiate and perpetuate collection development activities by maintaining donor contacts, conducting field surveys, and appraising potential collections, work with municipal Records Management team to establish policies and procedures to ensure the continued designation of archival material for long-term preservation; research intellectual content of both new and existing artefacts and archival materials for preparation of contextual metadata descriptions;
- Collections Management – coordinate appraisal, registration and processing of acquisitions; determine appropriate intellectual and physical arrangement; oversee proper inventories, finding aid development, digitization and conservation of collections; oversee maintenance of inventories, indices & databases according to controlled vocabularies, and exercising quality control of the software, equipment and metadata records; prepare transfer documentation for new acquisitions and internal and external loans
- Care of collections – assess and apply preventive conservation strategies; complete condition reports; track environmental and pest management monitoring results; prepare appropriate storage for acquisitions; maintain cleanliness and organization of collections storage and reading room areas
- Customer & research services, statistics – facilitate the visitor’s search for meaning and relevance in relation to the collection and exhibits; analysis of records inventories and archival materials to locate desired information for patrons; respond in timely, professional manner; collect payment for services if applicable; provide direction for handling and use of records; act as facilitator with researchers/departments researching same/similar topics; coordinate collection and analysis of user statistics
- Education, programming & outreach – oversee research development, design, and delivery of interactive, multi-dimensional programs that cater to a wide variety of age groups, interest levels and visitor types based on educational theory and Visitor Services research, and, if relevant, the Ontario curriculum; collaborate with group leaders to meet curriculum requirements, group interests, learning outcomes, special needs;



- Exhibition development – coordinate and oversee the scheduling, acquisition, design, fabrication, installation, and maintenance of all exhibits; maintaining exhibits through monitoring of display case micro-climate, lighting levels etc. and their effect on artefacts, archival materials and panels, adjusting when necessary;
- Governance –establish, review, and enforce application of program policies, plans and procedures including collections management policy, education policy, exhibition policy, volunteer program policy, emergency preparedness policy, marketing plan and social media strategy.

Projects that are on the horizon for the Archives and Museum program include:

- Procurement and implementation of Archival Collections Management software
- Development of new Northumberland County Archives and Museum (NCAM)
- Enhancement of exhibition development and programming services

Competing priorities has made it increasingly challenging for the Records and Archival Services division to fulfill the mandated role(s) of the division.

The new GPL-NCAM rebuild is scheduled to be completed in the Fall/Winter, 2022. This project involves a significant amount of strategic planning and direction beyond the regular duties of the Records and Archival Services Coordinator including:

- facility design research, planning, consultation;
- relocation preparation and planning;
- grant application support;
- public engagement and stakeholder relations;
- permanent exhibition development;
- advisory committee development/preparation;
- programming enhancement preparation development;
- policy review/development to reflect enhanced services
- ensuring continued public/staff access to pertinent information and research assistance

Dedicating the Records and Archival Services Coordinator position to Archival and Museum Services and providing a full-time position dedication to records management ensures adequate resources can be devoted to preparations for relocation to and management of the new NCAM facility, while supporting the continuing improvements to the records management program in the interests of operating departments and the Corporation as a whole.

Information Technology Department Oversight



The consistent growth of information and new software and technologies is changing the way the County of Northumberland does business. The County must be prepared to assess the impact of evolving business processes and technology on records management practices and recommend solutions that address organizational requirements and meet compliance standards that ensure information assets are secure and accessible over time and managed according to legislative and regulatory requirements.

Without resources dedicated to the maintenance and support of appropriate information practices, records management processes are more likely to be implemented outside of compliance regulations and on an ad hoc basis, (electronic records in particular), which is costly and poses significant risk to the corporation in terms of information security, privacy, authenticity, and availability, not to mention loss of trust and reputation.

Positioning the Records management role at a more strategic level, under the IT Department, supports an effective information governance model which works to integrate information governance principles at all levels of the Corporation and nurture a mature information governance culture with mechanisms in place to pursue continuous improvement. Information Program expansion and achievement of high rates of Records management Program compliance will fail unless there is a sustainable and enforced Information Governance structure and a compelling vision that employees can embrace.

Given the significant attention staff must pay to the development and preparations for the relocation to the new NCAM facility and the continuous, exponential increase in information volume, the availability of beneficial technologies, the push for corporate-wide digital transformation, a dedicated staff member for records management is strongly recommended.

Consultation/Options

County Clerk and Records & Archival Services Coordinator consulted the Director of Corporate Services, Director of Information Technology and the Manager of Human Resources to discuss the logistical and financial impact of transferring the Records management function and hiring a full-time Records Management Coordinator under Information Technology within Grade E of the non-union salary grid.

Information Governance is inherently a multi-disciplinary program and the alignment of the Information Governance position under the Information Technology banner supports the critical relationship between fields; that is that the integrity, storage, access and disposition of electronic records is dependent on the integrity of the systems managing them.



A designated records management position sets the strategic direction for governance of corporate information and is responsible for planning, evaluating, monitoring and the ongoing improvement of the records management program. The position serves as the key resource to provide records management advice, recommendations, and ongoing education and training.

Information is an essential corporate asset; as such, the management of the creation, capture, use, security, retention, retrieval and disposition of information and its supporting technologies should be considered on a comprehensive, holistic level.

An effective Information Governance structure and supportive records management program helps leverage information assets for maximum value, while reducing the costs and risks associated with using and governing these assets.

The below graphic characterizes how records and records management (RIM) standards and principles affect the effective operation of all other key functions of the corporation.



ARMA International's Information Governance Core Concepts

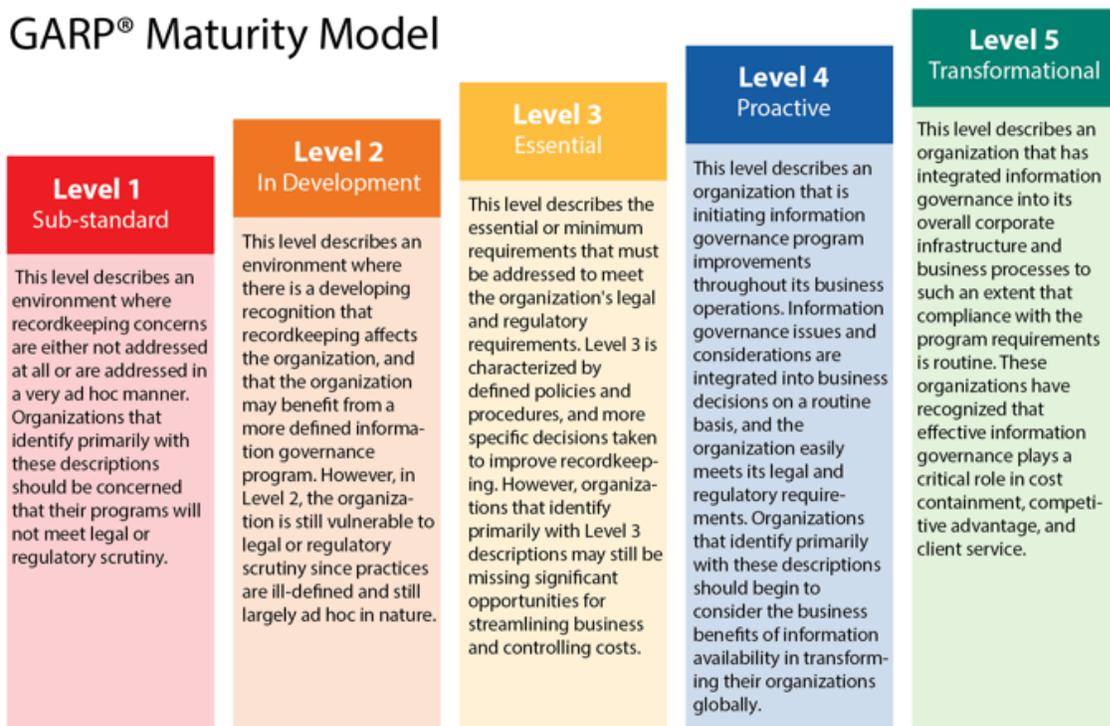


The Generally Accepted Recordkeeping Principles (GARP) Information Governance Maturity Model assesses the maturity of an organization’s information governance program based on 8 principles of recordkeeping (Accountability, Transparency, Integrity, Protection, Compliance, Availability, Retention and Disposition) as well as the established body of standards, best practices, and legal/regulatory requirements that surround records management and information governance.

The current state of Northumberland County’s Records management program falls across Levels 1-3. Some departments score at a higher maturity level than others; steps are being taken to address the areas of greatest risk to the organization and opportunities for greatest benefit to move from ‘In-development’ (and in some cases ‘Sub-standard’) to ‘Essential’.

The goal of the records management program is to achieve Pro-Active status across all 8 principles in all departments.

GARP® Maturity Model



The Generally Accepted Recordkeeping Principles (GARP) Information Governance Maturity Model



Financial Impact

The proposed position will be levy funded.

Salary Grid E

\$61, 823 – 77, 277

Benefits included (25%)

\$77, 281 – 96, 596

The 2020 impact will be $\frac{1}{4}$ of the full commitment as the position will be hired in the 4th quarter for a 2020 impact of \$19,320 - \$24,149. An average of \$21,750 is reflected in the 2020 Budget.

Risk Considerations

According to the *Municipal Freedom of Information and Protection of Privacy Act* and the *Ontario Municipal Act* legislation, the County must retain and preserve the records of the municipality in a secure and accessible manner. The creation and maintenance of accurate and complete records is necessary to meet the needs and protect the interests of the County Council, the staff and the public affected by its actions and decisions.

Impacts to Member Municipalities/Partners

Records management expertise shared through Clerks and Records Management Inter-municipal Committee.

The County Archivist continues to provide services to member municipalities in an advisory role and through Archival Service Agreements.

Included in 2019 Long Term Plan: NO