Township of Scugog Staff Report

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Report Number:	CORP-2023-003
Prepared by:	Becky Jamieson, Director of Corporate Services/Clerk Daniel Popham, Network Analyst
Department:	Corporate Services
Report To:	Planning and Community Affairs Committee
Date:	January 23, 2023
Reference:	Strategic Plan Directions 2: "Pursue Alternative Revenue Sources" Strategic Plan Directions 4: "Provide Services that are Efficient & Effective" Staff Report: CORP-2022-009: Municipal Modernization Program Intake 3 Update – Review Stream
Report Title:	Township of Scugog Disaster Recovery/Business Continuity Strategy IT

Recommendations:

1. **That** Report CORP-2023-003, Township of Scugog Disaster Recovery/Business Continuity Strategy for IT, be received.

1. Background:

The Municipal Modernization Program was set up in 2019 by the Provincial Government to help small and rural municipalities modernize service delivery and identify new ways to be more efficient and effective.

On August 16, 2021, the Township of Scugog received a letter from the Honourable Steve Clark, Minister of the Ministry of Municipal Affairs and Housing advising that the Province had launched a third intake of the Municipal Modernization Program (MMP) with expressions of interest being due by October 19, 2021.

Under the MMP Intake 3, the review stream allows organizations to submit expressions of interest for funding to undertake expenditure reviews with the goals of finding efficiencies and lowering costs in the longer term. Under the review stream, the Township submitted an application for $50,000 for the Township of Scugog Disaster Recovery/Business Continuity Strategy for IT.

On January 25, 2022, the Township received a letter from the Honourable Steve Clark, Minister of the Ministry of Municipal Affairs and Housing advising that the Township was successful with its application under the third intake of the Municipal Modernization Program under the third-party review stream for up to $55,968 towards the Township of Scugog Disaster Recover and Business Continuity Strategy Review.

On March 21, 2022, Council received staff report CORP-2022--009: Municipal Modernization Program Intake 3 Update – Review Stream and adopted the following motion:

1. That Report CORP-2022-009, Municipal Modernization Program Intake 3 Update – Review Stream, be received; and

2. That Council approve the Township to Sole Source Purchase, under Procurement By-law No. 41-21, Section 10.2.13, to Perry Group Consulting Ltd. for the development of a Disaster Recovery and Business Continuity Plan (BCP) at a cost of $47,775.00 plus HST.

2. Discussion:

2.1. Overview of Project

The objective of Township of Scugog Disaster Recover and Business Continuity Strategy Review was to retain an independent third-part reviewer to complete a business impact analysis and develop a Business Continuity Plan (BCP) for the Township. The scope included development of the policies and procedures for technology disaster recovery, as well as the process-level plans for recovering critical technology platforms and the telecommunications infrastructure. This would contain the system of procedures detailing how to restore critical IT-based business functions in the event of an unplanned disaster (e.g., natural disasters, security breaches, service outages, and other potential threats).

The goal of the report was to summarize the reviewer's findings and identify specific, actionable recommendations based on the analysis and findings that aim to identify cost savings and improved efficiencies.

2.2. Project Steps

Perry Group Consulting "PGC" developed the Township's strategy using a Business Continuity Management (BCM) framework based on best practices from the Disaster Recovery Institute International (DRII). PGC places a clear distinction between IT Service Continuity Management (ITSCM), and the requirements for the Township to establish a sound BCM strategy that addresses the following key areas:

1. BCM Framework Definition – initiation, roles, policy
2. Impact Analysis & Risk Identification – Business Impact Analysis "BIA", Risk Assessment "RA", 2Recovery Time Objectives "RTO", and 3Recovery Point Objectives "RPO"
3. Design & Delivery – recovery, strategy, plans (crisis, emergency, communication)
4. Testing & Maintenance – plan, test, review.

The project was launched in May 2022 with the development of a Business Impact Analysis (BIA) questionnaire that was distributed to selected departments within the Township. The questionnaire was used to identify services within each department supported by technology along with the criticality of each service: Community Services, Corporate Services, Development Services - Planning, Finance, Fire & Emergency Services, Public Works & Infrastructure Services, Development Services - By-Law, Development Services – Building, Administration.

2.3. Overview of the Report

The Township of Scugog's Business Continuity and Disaster Recovery Plan (Attachment No. 2) provides the policies and procedures to be used by the Township's staff as guidance in the event a technology disaster is declared. The Perry Group prepared the Business Continuity and Disaster Recovery Plan based off their findings through the disturbed questionnaires and discussions with Township Staff.   The initial findings in the report created a baseline for Township staff to reference allowing continuous growth and improvement for minimizing future risk and to develop effective and efficient recovery processes.

The report outlines critical services and systems required by the Township and is used to determine recovery times and objectives.   A framework is provided for the restoration procedures of these critical services and systems. Furthermore, steps will be taken to

establish a Crisis Management Team (CMT) and a Disaster and Business Recovery Team to facilitate the recovery procedures in the event of disaster.

A risk assessment of the current state of infrastructure, Data Management, Security, Environment, and Cloud Management is described in the report. Suggestions are described to lower these risks to mitigate the potential of an IT disaster being declared.

Please note the plan as contained in Attachment No. 2 does have some details removed or redacted to protect the municipality.

3. Financial Implications:

The cost of this project was $47,775.00 plus HST. This project has no impact on the budget as the Township received 100% funding for this project from the Municipal Modernization Program Funding Intake 3.

The report will be used by staff to help mitigate potential risks and ensure we are prepared in the event of a disaster.

4. Communication Considerations:

The public facing part of the Business Continuity/Disaster Recovery Plan will be posted to the Township's website.

5. Conclusion:

The Township is required to have the project completed by January 31, 2023 in order to meet the Provincial funding guidelines, as well as post it to the website.

Respectfully Submitted by:	Reviewed By:
Becky Jamieson	Ken Nix
Director of Corporate Services/Clerk	Chief Administrative Officer

Attachments:

Attachment No. 1: Staff Report: CORP-2022-009: Municipal Modernization Program Intake 3 Update – Review Stream

Attachment No. 2: Township of Scugog Disaster Recovery & Business Continuity Plan (BCP) – Public Document

Report Approval Details

Document Title:	Disaster Recovery and Business Continuity Plan (BCP) - CORP-2023-003.docx
Attachments:	- Attachment No. 1 - CORP-2022-009, Municipal Modernization Program Intake 3 Update – Review Stream.pdf - Attachment No. 2 - Scugog BCPDR.pdf
Final Approval Date:	Jan 27, 2023

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

No Signature - Task assigned to Kenneth Nix was completed by delegate Carol Coleman

Kenneth Nix