# REPORT SUMMARY

This report delineates Town of Tecumseh "Town" policies and procedures for technology disaster recovery, as well as the process-level plans for recovering critical technology platforms and the telecommunications infrastructure. This report summarizes the recommended procedures that will underpin the Town's business continuity strategy. In the event of an actual emergency situation, modifications to the processes outlined in the report may be made to ensure physical safety of our staff, systems, and digital assets.

The scope of this report includes the Town's IT service continuity strategy; a subset of business continuity management (BCM). Often referred to as Disaster Recovery "DR", IT service continuity management "ITSCM" is focused on planning for the restoration of IT-based services and technologies. ITSCM addresses the gaps in the traditional disaster recovery approach by introducing layers of resilience that provide higher levels of protection. This layering is realized by using technologies that are readily available such as virtualization and high availability fail over. This approach aligns with ITIL best practices.

## Methodology

Perry Group Consulting "PGC" developed the Town'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 Town 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", [1]Recovery Time Objectives "RTO", and [2]Recovery Point Objectives "RPO"

3. Design & Delivery – recovery, strategy, plans (crisis, emergency, communication)

4. Testing & Maintenance – plan, test, review

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[1] RTO – defines the impact on Town services in the event of a disruption coupled with the required recovery time expectations expressed in hours/days/weeks.
[2] RPO – defines the Town's tolerance for data loss as expressed in hours/days/weeks.

The project was launched in September, 2021 with the development of a BIA questionnaire that was distributed to all departments within the Town. The questionnaire was used to identify services within each department along with the criticality of each service. The following departments were included in the process:

1. Development Services
2. Financial Services
3. Legislative Services and Clerks
4. Community Safety and Fire
5. Public Works and Engineering Services
6. Community and Recreation Services
7. People and Culture

The Information Technology "IT" team were engaged to help define a catalogue of IT services that were then mapped to all services defined by the business units.

## Risk Assessment

A risk and vulnerability assessment was performed to identify threats and risks that could impact the delivery of Town services. The results of the assessment were then uploaded to a risk register that will be used by the IT team to track and manage all risks identified in the report.

## Online Dashboard

All components of the Town's BCP/DR strategy have been uploaded to a secure dashboard that will allow the IT team to mange the lifecycle of the BCP/DR program. All modifications to Town services, including changed in technology, will be updated in "real-time" within the dashboard.

This process will support the Town's desire to have a current, always validated BCP/DR program. Historically, BCP/DR documents can quickly become outdated and ineffective to organizations. The process adopted by the Town will mitigate the risk of stale information and ensure the Town's BCP/DR posture is aligned with DRII best practices.

## Program Benefits

- **Roadmap:** A well-defined business continuity plan is like a roadmap during a disruption. It allows the Town to react swiftly and effectively and maintain continuity of core services.

- **Build Confidence with the Public and Town Employees:** A great benefit of a business continuity plan is that it can give both employees and the public the needed assurance on the capability of the Town to deliver services in times of disaster.

- **Avoid Excessive Downtime:** Cyber-attacks are common within municipalities. These attacks often lead to data breaches, data loss, or infection that can cause many problems to the daily operations.

## Summary

Initiating the BCP/DR program has positioned the Town as a municipal leader in business continuity disaster recovery planning. The program will support cybersecurity initiatives and risk management processes.

Next steps within the BCP/DR program throughout 2022 and beyond will include:

- **Validate all Service Recovery Times:** The Town will review all services and validate recovery times.
- **Develop Tabletop Exercises:** A schedule will be developed to initiate annual tabletop exercises.
- **Develop an IT Recovery Plan:** Based on the business recovery time objectives, IT will implement a technical solution to provide redundancy in the event of a disruption in IT services.
- **Develop Recovery Playbooks:** IT will start the process of creating recovery playbooks to be used in the event of a disruption.