

**COUNCIL MEETING**  
**INFORMATION SERVICES DEPARTMENT**

**REPORT IS-2025-01**  
**February 18, 2025**

**SUBJECT:** I.T. Strategic Master Plan Report Progress and Updates

**AUTHOR:** Scott Barnes, Manager of Information Services

**APPROVING:** Stephanie Nagel, General Manager of Corporate and Enterprise Services / CFO

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**RECOMMENDATION:**

THAT THE COUNCIL OF THE CITY OF WELLAND receives for information Report IS-2025-01 I.T. Strategic Master Plan Report Progress and Updates.

**RELATIONSHIP TO STRATEGIC PLAN**

This recommendation is aligned to Council's strategic priority of ensuring "**Economic Growth**" for creating a diverse economy through partnerships and emerging markets to ensure sustainable growth and quality employment.

**EXECUTIVE SUMMARY:**

Blackline Consulting was awarded the Information Technology Strategic Master Plan project in 2024. The final presentation and report are anticipated to come to Council in March 2025 including a plan for resourcing and implementation. The plan is based on four strategic priorities of:

1. Enhancing citizen engagement,
2. Optimizing internal operations,
3. Modernizing IT Infrastructure and assets, and
4. Strengthening cybersecurity.

**BACKGROUND:**

There has been steady growth and rapid change within the City's population and culture resulting in an increased reliance on technology to help deliver efficient quality programs and services to residents, businesses, and other stakeholders. The ongoing nature of these conditions and the recent completion of the Welland Strategic Plan are the motivation to develop an Information Technology Master Plan.

This Master Planning process started with a review of the current state of IT, determines where IT needs to be for the City, and will culminate in the build a

comprehensive plan to get there over a five-year period. This business transformation process will determine goals and objectives that align with our corporate strategy and ensure that we have a roadmap and the capabilities and resources to achieve it.

**DISCUSSION:**

Completing an IT Master Plan is critical to ensuring strategic alignment between technology investments and organizational goals. It enhances operational efficiency, reduces costs, strengthens cybersecurity, and modernizes outdated systems. The plan provides a roadmap for informed decision-making, scalability, and improved service delivery while mitigating risks and ensuring regulatory compliance. For Welland, it supports smart governance, digital transformation, and efficient public service delivery.

Blackline Consulting reviewed documents, policies, and financial data, visited City computer infrastructure locations, interviewed management, departments, and Councillors, analyzed staff surveys, interviewed peer municipalities, and compared key I.T. benchmarks with 45 municipalities.

A draft Interim Report identifying the “current state” was provided to CLT in December 2024. Some high priority report suggestions not in the report are underway.

A draft of the Final Report was provided to CLT for discussion in February 2025. Four strategic priorities were identified and are included in the companion document. The report is expected to be completed and presented to Council in March 2025.

**FINANCIAL:**

Funding was approved by Council in the 2024 budget. Funding for this project was provided within:

<b>Funding Source</b>	<b>Budget Funding</b>
5 Year Master Plan – IS 10-131-23002	\$75,000

There are no further financial considerations at this time. There will be recommendations with estimated costs within the final report.

**ATTACHMENT:**

Appendix I - Welland IT Strategy - Council Update