

To: Corporate and Finance Services Committee

From: Stephanie Sinnott, Commissioner,
Corporate and Finance Services Department

Report Number: CF-25-06

Date of Report: January 29, 2025

Date of Meeting: February 3, 2025

Subject: Annual IT Report & IT Strategic Plan Update

Ward: All Wards

File: 03-05

1.0 Purpose

The Corporate Information Technology Strategic Plan 2020-2024 (C.I.T.S.P.) has now expired and it is important to provide an update on the five key themes and 28 initiatives that were prioritized by the strategy. These initiatives were established to redefine the way the City delivered services, including the transition from old, paper-based, and duplicative business processes to enhance customer service and improved staff productivity.

The purpose of this report is to provide Council with an update on the progress and outstanding priorities of the C.I.T.S.P.

2.0 Recommendation

That the Corporate and Finance Services Committee recommend to City Council:

1. That the Corporate Information Technology Strategic Plan be renewed and refreshed to support current and future City of Oshawa Technology priorities; and,
2. That rebalancing IT funding sources from capital to operating expenses be prioritized supporting the need to fund Software as a Service (“SaaS”) delivery model’s that are prevalent in the current IT solutions landscape; and,
3. That the City adopts IT security by design and practice principles based on a culture of readiness, responsiveness, and recovery planning.

3.0 Input From Other Sources

Not applicable.

4.0 Analysis

4.1 Background

In 2019, Perry Group Consulting Ltd. was selected as the highest ranked bidder in accordance with the Purchasing By-Law. Perry Group Consulting Ltd. have significant industry experience developing technology strategies over the last 10 years.

The current Corporate Information Technology Strategic Plan: 2020-2024 was produced by Perry Group Consulting with input from several internal and external stakeholders and was adopted by Council June of 2020.

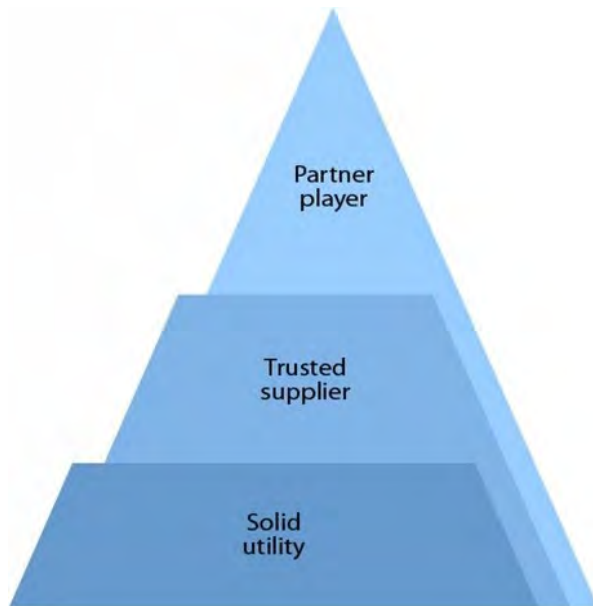
Great progress has occurred, but with evolving business needs, evolving technology landscape, and ever present and increasing risk of disruptive and costly cyber security threats and incidents, the IT strategy must also evolve for current context and operational realities.

The IT landscape has dramatically changed due to COVID, the industry shift to SaaS models, and AI and automated support technologies reinforcing the need for resilient systems, accessible from anywhere, while maintaining security and privacy.

4.2 Oshawa ITS Organization: Current State Assessment

Through the development of the C.I.T.S.P., the Perry Group sought to understand the current state of technology, technological capabilities, and the City's ability to meet customer expectations.

In the C.I.T.S.P., the Perry Group identified that the ITS group was operating as a "Solid Utility" type of IT organization as defined by the Forrester's IT org model. (see below)



IT is integral to how we do

business: IT organization is expected to closely partner with the business to help identify, plan and deliver significant business transformation initiatives - plus be a trusted supplier.

IT delivers critical functionality and

services: IT organization is expected to deliver application projects on time and on budget, based upon the operating units requirements and priorities - plus be a solid utility.

Keep the lights on:

The IT organization is expected to provide cost effective-dial tone reliability with transparent costs.

Since then, ITS leadership has dedicating exceptional time and resources in establishing a partnership focused relationship with other divisions and branches in support of moving the IT organization maturity and capability up the pyramid to a “Partner Player” level with all lines of business.

This has been exemplified in the delivery of key projects such as the CityView program implementation as well as the Next Generation 911 and Oshawa Fire Amalgamation and Modernization Program which were established as true business partnerships between ITS and the various business units.

These initiatives have been successful due to the implementation of a modern Organization Change Management (OCM) Program to support adoption and transformation, based on OCM principles for how IT Services are delivered ensuring communication, collaboration, and partnership with, and value for, business units.

4.3 Corporate Information Technology Strategic Plan: 2020-2024 Initiatives

The Strategic Plan is comprised of five themes and 28 initiatives. The following areas are the key themes and areas of work that were recommended:

1. Digital Services for Residents and Businesses

- a. Continued push toward digital services as the preferred channel
- b. Expansion of the types of service requests that can be handled online
- c. Digitization of City forms – submit, apply, request
- d. Expanded online payments

- e. Expanded online bookings
 - f. Online permitting and licensing – including building, business licensing, events and film permits
 - g. Online planning – including submitting document and drawings online
2. **Digitized End-to-End Business Processes supported by Fully Utilized Business Solutions**
- a. Work Management Systems deployment (Maximo) and evolution (project underway)
 - b. Implementation of Asset Management and Decision Support solutions required to augment Maximo (e.g., Road Patrol, Pavement & Bridge management, Hydraulic and Traffic modelling solutions)
 - c. Land Management System (CityView) and evolution (project underway)
 - d. Digital plans management – establishing shared corporate standards for handling digital plans (drawings) across all City departments
 - e. PeopleSoft finance systems roadmap and enhancements (including Fixed Capital Assets, improved project, and program-based project reporting)
 - f. Tax system replacement
 - g. Lagan upgrade (and integration with Maximo and CityView) (project underway)
 - h. Human Capital Management system replacement (Employee Records, Payroll, Time, Attendance & Scheduling, Learning Management System)
 - i. Officer system (Municipal Law Enforcement) enhancements
 - j. Meeting management system
3. **Mobile Tools for the Mobile Workforce**
- a. Mobile technology to support mobile projects in CityView and Maximo
4. **A Modern Workplace for a Modern Workforce**
- a. Expanded use of mobile technology and laptops
 - b. Office 365 implementation – including modernized collaboration spaces, relaunch of Skype/Teams

- c. Enterprise Content Management (and supporting document, records management practices, policies, and procedures)
 - d. Improved meeting room technology to support virtual meetings
 - e. Telephone and telecommunications review, moving to increased softphone use and reduction of landlines
 - f. Increased adoption of flexible working (hours, locations, spaces)
5. **Becoming a Data Informed Organization**
- a. Auto-Vehicle Location (AVL) and Telematics solution
 - b. Corporate GIS and Data Strategy
 - c. Data warehouse
 - d. Reporting, analytics, and dashboards implementation – supporting KPI and performance management programs

4.4 Annual Report and KPIs

To monitor the progress of the C.I.T.S.P. recommended an annual information report including actions and key performance indicators will be provided to Committee/Council as outlined in Attachment 1, Section 9: Measuring Strategy Progress.

Listed Below is a summary of the progress to date identified by theme and initiatives.

Note: Items listed as:



“On Track” are either completed or substantively underway for completion in the next 12 months.



“Behind Target” items are delayed to subsequent funding years due to project size/cost or are dependent on existing project delivery to complete.

ITS Strategic Goals Performance



<p>Digital Services for Res/Bus</p> <ul style="list-style-type: none"> Digital services as the preferred channel Online, self service requests Digitization of City forms – submit, apply, request Expanded online payments, bookings, permitting and licensing – including planning/building, business licensing, events and film permits, etc. (I.E CityView) 	<p>Digital End to End Process</p> <ul style="list-style-type: none"> Maximo evolution i.e.- Implementation of Asset Management and Decision Support solutions Land Management System (CityView) Digital plans management – establishing shared corporate standards for handling digital plans Lagan upgrade (integration - with Maximo and CityView) Human Capital Management system replacement Officer system (Municipal Law Enforcement) enhancements Meeting management system PeopleSoft financial roadmap and enhancements Tax system replacement (TXM) 	<p>Become a Data Informed Org</p> <ul style="list-style-type: none"> Auto-Vehicle Location (AVL) and Telematics solution Corporate GIS and Data Strategy Reporting, analytics and dashboards supporting KPI and performance management programs Data warehouse implementation
<p>Modern Workplace</p> <ul style="list-style-type: none"> Expanded use of mobile technology and laptops Office 365 implementation Enterprise Content Management Improved meeting room technology to support virtual meetings Increased adoption of flexible working (hours, locations, spaces) Telephony - moving to softphone/reduction of landlines/CCaaS 		<p>Mobile Operations Enablement</p> <ul style="list-style-type: none"> Technology to support mobile enablement of service delivery Deployed in projects such as <ul style="list-style-type: none"> CityView Maximo Officer/Gtechna



4.5 2025 and Beyond

2025 is shaping up to be a banner year for productivity, business enablement and overall technology modernization. Over 28 project and operational activities are underway this year and will mark a strong and conclusive close out to the 2020-2024 CITSP goals and initiatives.

To address current and future technology priorities, ITS will again partner with business units to develop and 2026 to 2030 Information Technology Strategic Plan. This plan will be developed in close collaboration between ITS and branch partners to identify key business priorities that Support the Oshawa Strategic plan and be focused on 3 key pillars:

Services

- Align services that ITS delivers to enable excellence in service delivery by our Oshawa Business partners
- Leverage industry best practices for service delivery in IT service management
- Aim to provide excellence in all areas of service delivery to staff and public alike

Solutions

- Deliver technology solutions that support growing and modern demands of the City's technology/ infrastructure needs.
- Leverage modern technology solutions such as AI, automated discovery, and recovery tools etc. to improve customer/citizen experience and provide force multiplication factors with reduced costs.
- Continue to migrate legacy, on premises system to modern, cloud based and commercial off the shelf (COTS) solutions to minimize speed to market and reduce operational burden and costs.

Security

- Security by design principles and culture of three R's. Readiness, Response and Recovery.
- Migrate and operate systems to support a "zero trust" model where possible.
- Ensure staff are trained and tools are deployed to protect and enhance City data and infrastructure assets.

The refreshed CITSP 2026-2030 is expected to be delivered early 2026.

5.0 Financial Implications

With a much-changed IT landscape from when the 2020-2024 CITSP was developed, the City must prepare for the ongoing funding implications from increased adoption of modern IT services.

The growth and modernization goals of the City mean increasing demand for digital services and solutions from our residents and staff alike. These services are increasingly only available in Software and Platform as a Service (SaaS and PaaS) models, which are consumption and demand-based cost models.

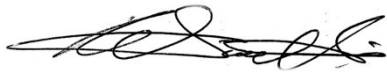
This will necessitate a shift from the large one-time capital outlay for purchasing and implementing solutions, to an ongoing licensing and support model increasing the burden on operating budgets.

In addition, inflationary cost increases for services as well as market competition for talented resources have added to the overall operational cost of delivering IT services to the City.

Staff will ensure appropriate allocations to reserves are prioritized to support these increases through the annual budget process ensuring sound financial support is available for the City's digital transformation.

6.0 Relationship to the Oshawa Strategic Plan

This report responds to the Oshawa Strategic Plan Priority Area “Lead: Governance and Service Excellence” with the goal to embrace innovation and advance continuous improvement initiatives and actions.



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Information Technology Services



Stephanie Sinnott, Commissioner,
Corporate and Finance Services Department