

# Corporate Services Department Business Plan 2019

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**Service Areas:** City Clerk Services; Corporate Communications; Facilities Management; Information Technology; Municipal Law Enforcement and Licensing

**Department Mission Statement:** The Corporate Services Department provides collaborative and progressive support services respecting the equity, compliance and fiscal responsibility.

Strategy	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<ul style="list-style-type: none"> <li>• Understand and support our most important resource – our employees by advancing such matters as:               <ul style="list-style-type: none"> <li>▪ Relocate Municipal Law Enforcement from 44 Simcoe Street to the COD before the lease expires in 2020.</li> <li>▪ Review facility security.</li> </ul> </li> </ul>	<p><b>Goal:</b> Accountable Leadership</p> <p><b>Theme:</b> Our Corporate Culture Demands Excellence and Respect</p> <p><b>Strategy:</b> 2.</p>	Operating Costs

Strategy	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<ul style="list-style-type: none"> <li>• Clarify, be conscious of and respect City Council and employees' roles and responsibilities, maximizing performance by advancing such matters as:               <ul style="list-style-type: none"> <li>▪ Develop the Advisory Services Framework for the Integrity Commissioner.</li> </ul> </li> </ul>	<p><b>Goal:</b> Accountable Leadership</p> <p><b>Theme:</b> Our Corporate Culture Demands Excellence and Respect</p> <p><b>Strategy:</b> 3.</p>	Operating Costs

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Strategy	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<ul style="list-style-type: none"> <li>• Embrace innovation in the provision of programs and services by advancing such matters as:               <ul style="list-style-type: none"> <li>▪ Implement civil marriage ceremonies.</li> <li>▪ Investigate the availability and use of Licence Plate Recognition technology tools to assist with parking enforcement.</li> </ul> </li> </ul>	<p><b>Goal:</b> Accountable Leadership</p> <p><b>Theme:</b> Our Corporate Culture Demands Excellence and Respect</p> <p><b>Strategy:</b> 4.</p>	Revenue Sources / Infrastructure Investment / Operating Costs

Strategy	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<ul style="list-style-type: none"> <li>• Assess risks and learn from our history within a context of continuous improvement by advancing such matters as:               <ul style="list-style-type: none"> <li>▪ Implement the Council-endorsed recommendations in the IT Function internal audit.</li> <li>▪ Implement the Administrative Monetary Penalty internal audit recommendations including upgrades to the “Officer” technology tracking system.</li> <li>▪ Develop a new corporate Information Technology Strategic Plan as per the IT Function internal audit.</li> <li>▪ Implement the Council-endorsed recommendations in the Cyber Risk and Maturity Assessment internal audit.</li> <li>▪ Replace the Oshawa Land Information (OLI) System with CityView to take advantage of new technologies (multi-year project).</li> <li>▪ Implement a new work management system (Maximo) to take advantage of new technologies and improve business processes (multi-year</li> </ul> </li> </ul>	<p><b>Goal:</b> Accountable Leadership</p> <p><b>Theme:</b> Our Corporate Culture Demands Excellence and Respect</p> <p><b>Strategy:</b> 5.</p>	Operating Costs / Revenue Sources

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Strategy	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>project) (supported by the Work Order Management internal audit).</p> <ul style="list-style-type: none"> <li>▪ Replace the recreation Class membership, registration, and program management system.</li> <li>▪ Transition from Keyscan to Aurora IT application.</li> <li>▪ Continue to coordinate the refurbishment and expansion of Corporate Security Technology (Cameras, Detection Equipment, Control Room Technology, and Key Scan).</li> <li>▪ Review information management policies and practices including management of electronic content (Information Management / Electronic Content Strategy).</li> </ul>		

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Strategy	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<ul style="list-style-type: none"> <li>• Inform and communicate with the community regarding the purpose of City by-laws, which address life safety, protect homeowner and business investments, and contribute to an enviable quality of life by advancing such matters as: <ul style="list-style-type: none"> <li>▪ Implement Council direction related to Transportation Network Companies (i.e. Uber and Lyft) in Oshawa.</li> <li>▪ Examine opportunities to modify Taxi By-law 50-2003 to balance standards with other Transportation Network Company providers.</li> </ul> </li> </ul>	<p><b>Goal:</b> Accountable Leadership</p> <p><b>Theme:</b> Deliberate Community Engagement</p> <p><b>Strategy:</b> 2, 4.</p>	<p>Operating Costs/ Revenue Sources</p>

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Strategy	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<ul style="list-style-type: none"> <li>▪ Continue the review of Property Standards By-law 1-2002 including potential heritage property clauses.</li> <li>▪ Investigate opportunities to update and improve upon Pool Enclosure By-law 79-2006 and associated application and inspection processes.</li> <li>▪ Report on the Driving School and Driving Instructor Licensing System.</li> <li>▪ Consider creating a by-law to control nuisance dust related to new development.</li> <li>▪ Implement two annual apartment building audits (with Fire Services) and a tenant information session.</li> <li>▪ Examine regulatory framework surrounding the maintenance and repair of elevators in multi-level residential buildings and assess and comment upon Provincial standards pertaining to the number of elevators being provided in multi-level residential buildings.</li> <li>▪ Report on Short-Term Rentals including public input and a regulatory policy option.</li> <li>▪ Report on the Noise By-law 112-82 and related exemption process.</li> <li>▪ Investigate adding duplexes under two-unit house registration process or create a mirrored registration system.</li> <li>▪ Investigate the modernization of Licensing By-law 120-2005.</li> </ul>		

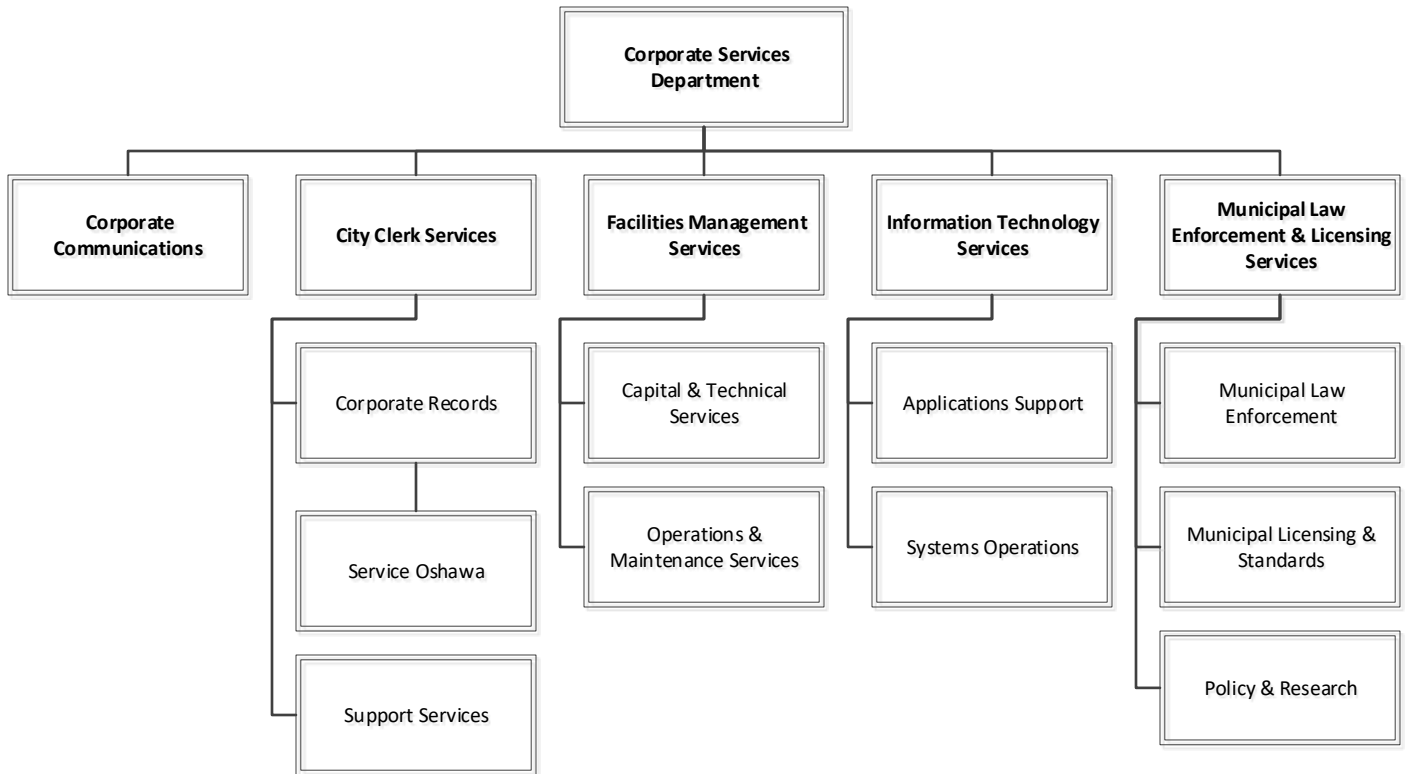
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Strategy	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<ul style="list-style-type: none"> <li>• Strategically manage and sufficiently fund the City's present and future assets (roads, buildings, parks, open space and equipment) by advancing such matters as:               <ul style="list-style-type: none"> <li>▪ Complete Facilities Management Program Quality Assurance Procedures.</li> </ul> </li> </ul>	<p><b>Goal:</b> Economic Prosperity and Financial Stewardship</p> <p><b>Theme:</b> Safe and Reliable Infrastructure</p> <p><b>Strategy:</b> 3.</p>	Operating Costs

Strategy	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<ul style="list-style-type: none"> <li>• Identify and advocate for issues important to Oshawa, improving inter-governmental relations, and liaising and working with community stakeholders, public sector partners and municipal associations by advancing such matters as:               <ul style="list-style-type: none"> <li>▪ Continue to support the Durham Region led OUR (Oshawa Unsheltered Residents) Taskforce.</li> </ul> </li> </ul>	<p><b>Goal:</b> Accountable Leadership</p> <p><b>Theme:</b> Develop and Leverage Relationships</p> <p><b>Strategy:</b> 1.</p>	Operating Costs

Strategy	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<ul style="list-style-type: none"> <li>• Develop and implement corporate and community plans to reduce greenhouse gas emissions and energy use by advancing such matters as:               <ul style="list-style-type: none"> <li>▪ Update the Corporate Facilities Energy Management Plan.</li> </ul> </li> </ul>	<p><b>Goal:</b> Environmental Responsibility</p> <p><b>Theme:</b> Proactive Environmental Management</p> <p><b>Strategy:</b> 3.</p>	Operating Costs

**City of Oshawa**  
 2019 Operating Budget  
 Organization Chart – Corporate Services Department



Staff Establishment: 111 FTE