

Corporate Services Department Business Plan 2018

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.**

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>1. Develop a business model to deliver civil marriage ceremonies, in time for inclusion in the 2019 budget.</p>	<p>Goal: Economic Prosperity and Financial Stewardship</p> <p>Theme: Responsible Taxation</p> <p>Strategy: 1.</p>	<p>Revenue Sources</p>

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>2. Investigate and develop a strategy to relocate MLELS from 44 Simcoe Street before the lease expires in 2020.</p>	<p>Goal: Economic Prosperity and Financial Stewardship</p> <p>Theme: Responsible Taxation</p> <p>Strategy: 3.</p>	<p>Operating Costs</p>

Corporate Services Department Business Plan 2018

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>3. Identify Lean assessment opportunities related to enforcement and licensing processes.</p>	<p>Goal: Economic Prosperity and Financial Stewardship</p> <p>Theme: Responsible Taxation</p> <p>Strategy: 3.</p>	<p>Operating Costs</p>

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>4. Implement a Revolving Energy Incentive Fund to support future energy retrofit projects.</p>	<p>Goal: Economic Prosperity and Financial Stewardship</p> <p>Theme: Safe and Reliable Infrastructure</p> <p>Strategy: 3.</p>	<p>Infrastructure Investment</p>

Corporate Services Department Business Plan 2018

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>5. Produce Facilities Management Program Quality Assurance Procedures.</p>	<p>Goal: Economic Prosperity and Financial Stewardship</p> <p>Theme: Safe and Reliable Infrastructure</p> <p>Strategy: 3.</p>	<p>Operating Costs</p>

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>6. Implement new web streaming, archiving and a closed captioning service provider for applicable public meetings.</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Deliberate Community Engagement</p> <p>Strategy: 1.</p>	<p>Operating Costs</p>

Corporate Services Department Business Plan 2018

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>7. Administer an open, fair, accessible and effective municipal election on October 22, 2018 in keeping with the Municipal Elections Act, 1996.</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Deliberate Community Engagement</p> <p>Strategy: 1.</p>	<p>Operating Costs</p>

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>8. Complete the update of the Corporate Communications Strategy.</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Deliberate Community Engagement</p> <p>Strategy: 2.</p>	<p>Operating Costs</p>

Corporate Services Department Business Plan 2018

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>9. Increase the number of community engagement opportunities as well as support of the annual Budget, 2018 Elections initiatives and Diversity and Inclusion Action Plan.</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Deliberate Community Engagement</p> <p>Strategy: 2.</p>	<p>Operating Costs</p>

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>10. Implement Council direction related to Transportation Network Companies (i.e. Uber and Lyft) in Oshawa.</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Deliberate Community Engagement</p> <p>Strategy: 2 and 4.</p>	<p>Revenue Sources</p>

Corporate Services Department Business Plan 2018

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>11. Examine opportunities to modify Taxi By-law 50-2003 to balance standards with other transportation network company providers.</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Deliberate Community Engagement</p> <p>Strategy: 2 and 4.</p>	<p>N/A</p>

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>12. Continue the comprehensive review of Property Standards By-law 1-2002.</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Deliberate Community Engagement</p> <p>Strategy: 2 and 4.</p>	<p>N/A</p>

Corporate Services Department Business Plan 2018

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>13. Investigate streamlining the Pool Enclosure By-law 79-2006 application and inspection processes and introduce technical amendments to encourage higher levels of customer awareness/understanding and compliance.</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Deliberate Community Engagement</p> <p>Strategy: 4.</p>	<p>Operating Costs</p>

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>14. Implement the Driving School and Driving Instructor Licensing System.</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Deliberate Community Engagement</p> <p>Strategy: 4.</p>	<p>Revenue Sources</p>

Corporate Services Department Business Plan 2018

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
15. Investigate City-wide rental housing licensing.	Goal: Accountable Leadership Theme: Deliberate Community Engagement Strategy: 4.	N/A

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
16. Report on the creation of a licensing system for pet shops to support the City's pet adoption initiative and, subject to Council's decision, implement the licensing system.	Goal: Accountable Leadership Theme: Deliberate Community Engagement Strategy: 4.	N/A

Corporate Services Department Business Plan 2018

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>17. Report on the creation of a pet rescue/foster home regulatory framework to address home based/volunteer pet rescues and adoptions.</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Deliberate Community Engagement</p> <p>Strategy: 4.</p>	<p>Operating Costs</p>

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>18. Replace the Oshawa Land Information (OLI) System to take advantage of new technologies (multi-year project).</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy: 1.</p>	<p>Operating Costs</p>

Corporate Services Department Business Plan 2018

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>19. Replace the Class membership, registration, and program management system.</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy: 1.</p>	<p>Revenue Sources</p>

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>20. Replace Manta tax billing and collection system.</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy: 1.</p>	<p>Revenue Sources</p>

Corporate Services Department Business Plan 2018

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>21. Upgrade office systems to Windows 10 and Office 2016.</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy: 1.</p>	<p>N/A</p>

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>22. Continue to coordinate the refurbishment and expansion of Corporate Security Technology (Cameras, Detection Equipment, Control Room Technology, and Key Scan).</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy: 2.</p>	<p>Infrastructure Investment</p>

Corporate Services Department Business Plan 2018

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>23. Implement an effective orientation and on-boarding program for the new Council in consultation with key City staff, following the October 22, 2018 municipal election.</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy: 3.</p>	<p>N/A</p>

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>24. Procure Integrity Commissioner services and bring forward any required amendments to the Council Code of Conduct in consultation with Legal Services, in time for inclusion in the 2019 budget.</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy: 3.</p>	<p>Operating Costs</p>

Corporate Services Department Business Plan 2018

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>25. Identify program and service data requirements, with department input, that support evidence-based decision-making and improved customer service.</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy: 4.</p>	<p>N/A</p>

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>26. Implement online Road Occupancy Permits for utility service providers.</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy: 4.</p>	<p>N/A</p>

Corporate Services Department Business Plan 2018

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>27. Investigate the availability and use of License Plate Recognition technology tools to assist with parking enforcement.</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy: 4.</p>	<p>Operating Costs</p>

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<p>28. As part of the Teaching City initiative, work with post-secondary institutions to develop an innovative approach (Hackathon) to address the issue of suitable housing in Oshawa using City, Region and other open data and engaging the student population.</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect Develop and Leverage Relationships</p> <p>Strategy: 4 and 1.</p>	<p>N/A</p>

Corporate Services Department Business Plan 2018

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>29. Develop a new corporate Information Technology Strategic Plan (ITSP), as per the Council-endorsed recommendation in the IT Function internal audit.</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy: 5.</p>	<p>Operating Costs</p>

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>30. Implement a new Work Management System (WMS) to take advantage of new technologies and improve business processes (multi-year project) (supported by the Work Order Management Internal Audit).</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy: 5.</p>	<p>Operating Costs</p>

Corporate Services Department Business Plan 2018

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>31. Continue to implement the Council-endorsed recommendations in the IT Function internal audit, owned by Corporate Services.</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy: 5.</p>	<p>N/A</p>

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>32. Implement the Council-endorsed recommendations in the Cyber Risk and Maturity Assessment internal audit, expected in Q4 2017, owned by Corporate Services.</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy: 5.</p>	<p>N/A</p>

Corporate Services Department Business Plan 2018

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>33. Implement the Council-endorsed recommendations in the Administrative Monetary Penalty internal audit, expected in Q1 2018, owned by Corporate Services.</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy: 5.</p>	<p>N/A</p>

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>34. Implement the Council-endorsed recommendations in the Recruitment and Retention internal audit, expected in Q1 2018, owned by Corporate Services.</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy: 5.</p>	<p>N/A</p>

Corporate Services Department Business Plan 2018

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>35. Continue to monitor federal and provincial developments relating to the new Cannabis legislation and address issues as applicable.</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Develop and Leverage Relationships</p> <p>Strategy: 1.</p>	<p>N/A</p>

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>36. Develop an Inclusive Language Manual and Administrative Policy to promote inclusive action and direct the City's internal and external communications.</p>	<p>Goal: Social Equity</p> <p>Theme: Enrich Out Community Through Diversity</p> <p>Strategy: 1.</p>	<p>Operating Costs</p>

Corporate Services Department Business Plan 2018

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>37. Continue to recognize high holidays and festivals celebrated by culturally diverse communities through communication vehicles.</p>	<p>Goal: Social Equity</p> <p>Theme: Enrich Out Community Through Diversity</p> <p>Strategy: 2.</p>	<p>Operating Costs</p>

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>38. Prepare amendments to the Advisory Committees of Council Policy and Procedure to reflect CORP-17-39 and any recommendations related to Council's advisory committee structure for implementation in the 2018-2022 term of Council.</p>	<p>Goal: Social Equity</p> <p>Theme: Enrich Our Community Through Diversity</p> <p>Strategy: 5.</p>	<p>N/A</p>

Corporate Services Department Business Plan 2018

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<p>39. Implement mass public emergency notification system via landline, cellphone, email and S.M.S. text messaging.</p>	<p>Goal: Social Equity</p> <p>Theme: An Active, Healthy and Safe Community</p> <p>Strategy: 4.</p>	<p>Operating Costs</p>

Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>40. Continue to implement actions in the Corporate Facilities Energy Management Plan throughout 2018 and participate in the development of the Durham Community Energy Plan.</p>	<p>Goal: Environmental Responsibility</p> <p>Theme: Proactive Environmental Management</p> <p>Strategy: 3.</p>	<p>Operating Costs</p>