

# Corporate Services Department Business Plan 2016

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 equity, compliance and fiscal responsibility.**

Strategy	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Objectives and Status
<p>1. Strategically manage and sufficiently fund the City's present and future assets (roads, buildings, parks, open space and equipment)</p>	<p><b>Goal:</b> Economic Prosperity and Financial Stewardship <b>Theme:</b> Safe and Reliable Infrastructure <b>Strategy:</b> 3.</p>	<p><b>Strategic Area:</b> Operating Costs Debt Management Infrastructure Investment</p>	<p>Implement Security Audit recommendations for City facilities</p> <p>Project manage the construction of Fire Hall #6 valued at \$3.5 million with opening by 3<sup>rd</sup> quarter 2016</p> <p>Rationalize City Hall space given employees relocation to the Consolidated Operations Depot in 2016</p> <p>Develop a corporate work management system strategy and system requirements by 3<sup>rd</sup> quarter 2016</p> <p>Continue to act on Council's decision to exit from the delivery of social housing within a five year period</p>

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			<p>Implement an Automatic Vehicle Location (AVL) system to improve efficiency of waste, snow, and road operations by 3<sup>rd</sup> quarter 2016</p> <p>Engage a third-party and review and test corporate technology security effectiveness (Network Penetration Testing) by 4<sup>th</sup> quarter 2016</p>

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<p>2. Ensure cost effective and fairly priced quality core programs and services that are responsive to community needs</p>	<p><b>Goal:</b> Economic Prosperity and Financial Stewardship</p> <p><b>Theme:</b> Responsible Taxation</p> <p><b>Strategy:</b> 3.</p>	<p><b>Strategic Area:</b> Operating Costs</p>	<p>Transition Engineering customer services to Service Oshawa 2<sup>nd</sup> quarter 2016</p> <p>Undertake project related to the tax change of ownership process using Lean methodologies</p>

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<p>3. Seek regular feedback from customers about City services and programs via surveys, online input, public meetings and/or social media</p>	<p><b>Goal:</b> Accountable Leadership <b>Theme:</b> Deliberate Community Engagement <b>Strategy:</b> 2.</p>	<p>N/A</p>	<p>Update the Corporate Communications Strategy 4<sup>th</sup> quarter 2016</p> <p>Develop open data/government strategy and implementation</p> <p>Development and implementation of a corporate complaint process allowing citizens to express dissatisfaction related to a City program, service, facility or staff member</p>

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<p>4. 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</p>	<p><b>Goal:</b> Accountable Leadership <b>Theme:</b> Deliberate Community Engagement <b>Strategy:</b> 4</p> <p><b>Goal:</b> Social Equity <b>Theme:</b> An Active, Healthy and Safe Community <b>Strategy:</b> N/A</p>	<p><b>Strategic Area:</b> Operating Costs</p>	<p>Implement the new Animal Welfare and Pet Store By-laws and Standards in 2016</p> <p>Initiate a review of Refreshment Vehicle and Food Truck Standards in 2016</p> <p>Implement the new Designated Driver By-law and Standards in 2016</p> <p>Finalize updates to the Property Standards By-law in 2016</p>

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<p>5. Ensure strong leadership by investing in the necessary elements to create an environment of excellence and become an employer of choice that attracts and retains the best employees</p>	<p><b>Goal:</b> Accountable Leadership</p> <p><b>Theme:</b> Our Corporate Culture Demands Excellence and Respect</p> <p><b>Strategy:</b> 1.</p>	<p><b>Strategic Area:</b> Operating Costs</p>	<p>Initiate implementation of Municipal Law Enforcement Operational Review recommendations as supported by City Council in 2016</p> <p>Develop a corporate Enterprise Content Management Systems strategy by 3<sup>rd</sup> quarter 2016</p> <p>Procure and commence implementation of an Electronic Content Management system 4<sup>th</sup> quarter 2016 - 2017</p> <p>Leverage the City's existing technology investment through continued process improvements and upgrades to the Geographic Information System (GIS), PeopleSoft HRMS, Financial systems, Service Oshawa knowledge base and Versatile records management software (multi-year project)</p>

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			<p>Review options and develop plans for the next corporate productivity tools upgrade (Windows/Office) by 4<sup>th</sup> quarter 2016</p> <p>Replace the Class membership, registration, and program management system in advance of the products end-of-life (November 2017)</p> <p>Replace the Oshawa Land Information (OLI) System to take advantage of new technologies (multi-year project)</p> <p>Upgrade the Geographic Information Systems (GIS) to take advantage of new technologies and expand system adoption by 2<sup>nd</sup> quarter 2016</p> <p>Improve customer service and staff efficiencies through the implementation of citizen self-service tools, on-line fillable forms and an electronic billing system for property taxes by 2<sup>nd</sup> quarter 2016</p>

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			<p>Review and refresh the IT strategy to ensure that the IT structure, capacity, and services are aligned with the needs of the corporation to take full advantage of technology opportunities and support continuous improvement by 4<sup>th</sup> quarter 2016</p> <p>Revise the Records Retention Schedule incorporating a functional classification scheme 2<sup>nd</sup> quarter 2016</p> <p>Implement a corporate-wide access and privacy training program 1<sup>st</sup> quarter 2016</p> <p>Continue to review opportunities to establish alternative access programs for certain City records (e.g., alternative to the FOI process)</p>

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6. Enable public involvement in decision-making, when appropriate	<b>Goal:</b> Accountable Leadership <b>Theme:</b> Deliberate Community Engagement <b>Strategy:</b> 1.	<b>Strategic Area:</b> Reserve Funds	Commence and complete a Ward Boundary Review by year end 2017  Facilitate a community discussion concerning internet voting and ranked ballots for potential implementation in 2018 (pending updated legislation by the Province) 3 <sup>rd</sup> quarter 2016

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7. Evolve inclusive City programs, services and facilities to further respond to the growing needs of a diverse population	<b>Goal:</b> Social Equity <b>Theme:</b> Enrich Our Community Through Culture <b>Strategy:</b> 2.	<b>Strategic Area:</b> N/A	Improve and optimize corporate and public Wi-Fi services to address current deficiencies and extend services by 4 <sup>th</sup> quarter 2016

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8. Develop and implement corporate and community plans to reduce greenhouse gas emissions and energy costs	<b>Goal:</b> Environmental Responsibility <b>Theme:</b> Proactive Environmental Management <b>Strategy:</b> 3.	<b>Strategic Area:</b> Operating Costs	Implement actions in the Corporate Facilities Energy Management Plan throughout 2016