

Committee of the Whole (2) Report

DATE: Tuesday, February 10, 2026

WARD(S): ALL

TITLE: ENTERPRISE CONTENT MANAGEMENT (ECM) SYSTEM
IMPLEMENTATION: PHASE 3B

FROM:

Michael Genova, Deputy City Manager, Strategic Initiatives

ACTION: FOR INFORMATION

Purpose

Provide Council with an update on the progress achieved during Phase 3A of the Enterprise Content Management (ECM) system implementation.

Report Highlights

- Enterprise Content Management (ECM) is a key enabler of the City's modernization efforts, supporting improved compliance, efficiency, and collaboration. By digitizing and centralizing records management, Electronic Content Management aligns with Vaughan's broader goals of enhancing service excellence, accountability, and digital readiness.
- Phase 3A of the Enterprise Content Management Program is currently underway and scheduled for completion in 2026. Upon completion, approximately 260 staff across 8 departments will migrate more than 3200 GB of records, or the equivalent of 1.3 billion pages of text. Building on this momentum, the City is now preparing to advance to Phase 3B. This next phase will expand Enterprise Content Management to an additional nine departments, onboarding approximately 400-500 staff and migrating approximately 3600 GB of records.
- Phase 3B will continue to deliver tangible benefits, including improved compliance with provincial legislation, enhanced collaboration, and streamlined workflows across the organization. The estimated budget for Phase 3B will be considered through the 2026/2027 annual budget process. Supporting the City's strategic goals of Service Excellence and Accountability, full deployment of Phase 3B is anticipated by 2029.

Recommendations

1. That this report be received for information.

Background

The Enterprise Content Management (ECM) System is a corporate-wide information and records management software solution that ensures City records are managed in compliance with regulatory requirements, while enabling a more effective working environment for City staff.

The Office of the City Clerk, in co-ordination with the Office of the Chief Information Officer, are leading the implementation of an Enterprise Content Management solution across the organization to ensure all digital City records are managed in compliance with provincial regulatory requirements.

Early planning and preparatory work for Enterprise Content Management began in 2010 by gathering an initial set of requirements to develop a strategy, including a gap analysis which guided the development of a Request for Proposals (RFP). In 2022, staff received approval to proceed with Phase 3A, including implementation to eight departments. After a comprehensive RFP process the Enterprise Content Management Program successfully launched in the Office of the Clerk as a Pilot department in 2024.

Previous Reports/Authority

[Request for Approval of Single Source for Enterprise Content Management \(ECM\) System: Third Party Consulting Advisory Services and Information Governance Policies and Procedures Support Services](#) – February 8, 2022

[Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56](#)

[Municipal Act, 2001](#) (sec. 254–255)

[Archives and Recordkeeping Act \[ontario.ca\]](#)

Analysis and Options

Enterprise Content Management (ECM) is identified as a 2022-2026 Term of Council Key Priority, supporting the City's Service Excellence and Accountability strategic goal.

Enterprise Content Management directly supports Service Excellence and Accountability by improving efficiency, transparency, and responsiveness. By centralizing and digitizing records, it enables staff to access accurate information quickly, streamline workflows, and deliver services more effectively to residents and peers. It also strengthens accountability through secure, auditable processes that ensure compliance and reduce operational risks, aligning with the City's commitment to financial sustainability and efficient administration.

The ECM Program is guided by provincial legislation and municipal policy that govern how information must be created, maintained and disposed.

At the provincial level, the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA), outlines obligations for the protection of personal information and timely access to records. At the local level, the *Municipal Act, 2001* (254-255), and the City's Enterprise Information Management Policy (Policy No. 03.A.15) ensure that records are managed securely and disposed of appropriately. These requirements are critical for meeting legal, audit and privacy standards while enabling efficient service delivery. Together, these legislative and policy frameworks form the foundation of the Enterprise Content Management Program.

Overview

Enterprise Content Management is a business transformation program modernizing how the City manages digital records.

Enterprise Content Management provides one organized place to store and manage digital records across the organization. It is more than putting records into SharePoint, it is about making sure information is accessible, secure, and managed in a way that complies with legislation and meets legal and audit requirements.

It also means less duplication, easier collaboration, and better tools for staff to get their work done. An Enterprise Content Management system enables the City to manage and dispose of electronic records in an effective manner that is compliant with legal and audit requirements. It provides a framework that will drive new business efficiencies, support decision making and facilitate improved collaboration among staff and across business units, whether working on City facilities or remotely.

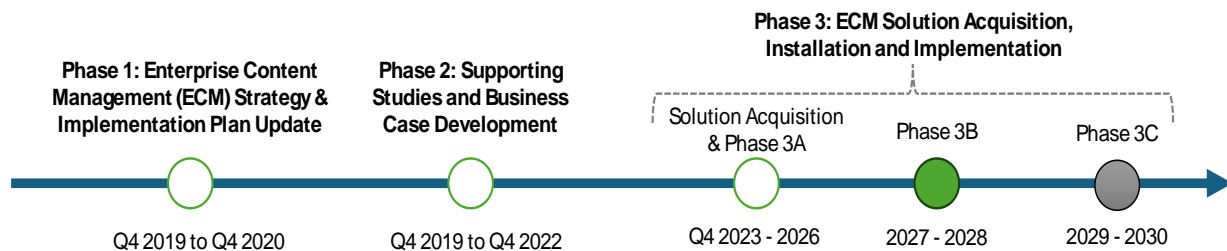
The Enterprise Content Management solution will be rolled out to the entire organization through a phased approach.

The Enterprise Content Management Program is divided into three phases:

Phase 1 (completed) - Consisted of retaining a consultant (InfoNexus Inc.) to conduct an overview of current state records management practices, provide a gap analysis for future state and undertake several supporting studies, such as department readiness analysis that would inform a business case for Council approval to proceed with the acquisition, installation and implementation of a digital records management solution.

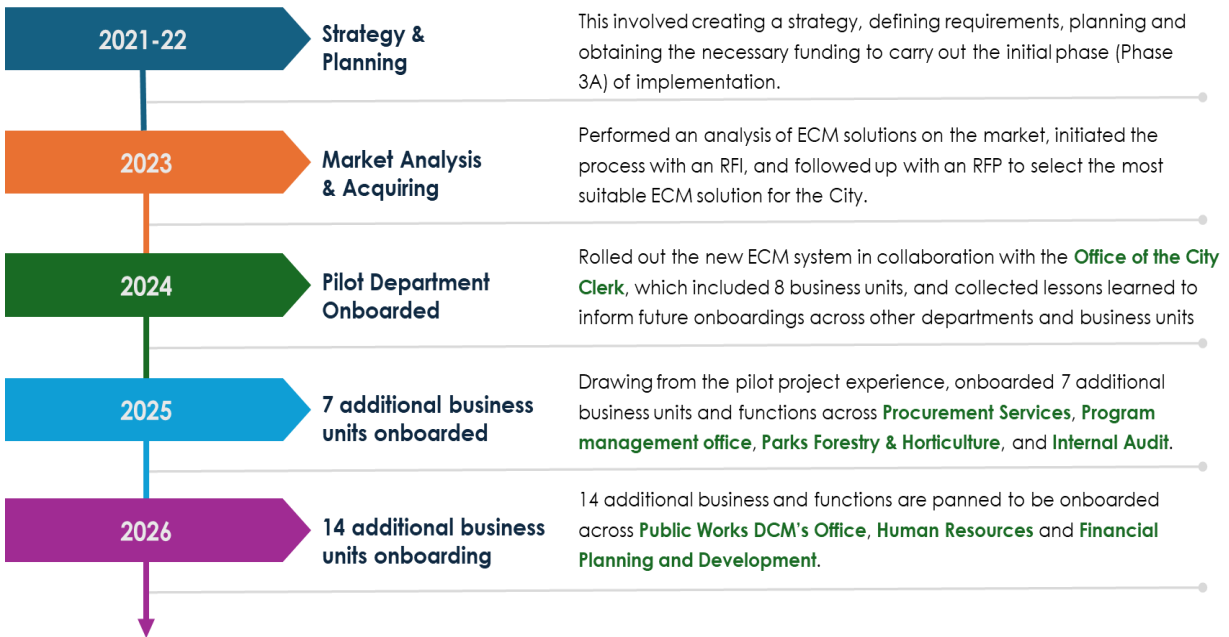
Phase 2 (completed) - Involved developing a business case based on findings from Phase 1 and the development of an RFP for the acquisition, installation and implementation of a records management solution.

Phase 3 (underway) represents the operational rollout of Enterprise Content Management across the corporation. The RFP process was completed in Q1 2024, resulting in the retention of Gravity Union as the implementation partner for CollabSpace software. The overall implementation is anticipated by 2030, subject to funding and resource approval.



Phase 3 is further divided into sub-phases to manage complexity and ensure success:

- **Phase 3A** is currently underway, focusing on eight departments identified through readiness assessments.
- **Phase 3B** includes onboarding nine departments in 2027-2029. Departments will be selected based on readiness assessments, resource availability and alignment with corporate priorities.



- **Phase 3C** - Subsequent phases will continue until Enterprise Content Management is fully deployed across the corporation, anticipated by approximately 2030, subject to budget and resource approvals.

Phase 3A Department Implementations

The following outlines progress to date and upcoming deployments:

1. Office of the City Clerk (OCC) – Served as the pilot department due to the complexity of its business functions. Core processes now transitioned to Enterprise Content Management-enabled environments.
2. Procurement Services – Core processes now transitioned to Enterprise Content Management-enabled environments.
3. Project Management Office (PMO) – Two of four originally planned business units have been onboarded following organizational restructuring.
4. Parks, Forestry and Horticulture Operations (PFHO) – Implementation began in May 2025 and is progressing according to schedule.
5. Internal Audit – Implementation began in August 2025 and is progressing according to schedule.
6. Office of the DCM, Public Works – Implementation began in November 2025 and is progressing according to schedule.
7. Human Resources – Implementation began in January 2026 and is progressing according to schedule.
8. Financial Planning and Development Finance – Implementation scheduled to begin in Q3 2026.

The Enterprise Content Management Project Team has also engaged in early planning activities with the Development Engineering and Financial Services Departments to prepare for implementation in Phase 3B, subject to receiving necessary approvals.

Enterprise Content Management Success Stories

Phase 3A of the Enterprise Content Management Program continues to deliver transformative improvements across multiple departments, enhancing compliance, collaboration and operational efficiency. A few notable examples include:

Department	Improvement
Access and Privacy (Office of the City Clerk {OCC})	Tracking and file storage have been centralized within a single Enterprise Content Management-enabled document library, leveraging metadata for organization. This creates a unified location for managing Freedom of Information (FOI) requests, enhancing visibility into request status and reducing the time spent locating records. The Enterprise Content Management is being used as secure drop box to provide records to stakeholders directly through the platform, eliminating the need for email exchanges and further streamlining process. A standardized template ensures each new Freedom of Information request follows a consistent structure, enabling the Access and Privacy team to collaborate effectively with departments across the organization and external stakeholders. The system also supports progress monitoring by capturing statistics for each request.
Adjudicative Services (OCC)	Leveraged Enterprise Content Management to modernize hearings-related records management under the Administrative Penalty System (APS). The solution now tracks and links key metrics including number of hearings conducted, presiding hearing officer, outcomes and associated bylaws. It also provides a secure, centralized location to share large volumes of evidence with internal partners (Legal & BCLPS) and external partners (YRP and citizens), reducing storage needs and enabling real-time access and up-to-date information for all parties. This improvement supports transparency, fairness and enables more accurate resource forecasting.
Procurement Services	The Procurement team has strengthened bid and contract management by creating a centralized repository that improves visibility, consistency, and long-term oversight of all documents. Records management has been streamlined through the compliant removal of outdated materials, while new collaboration spaces enable Procurement and client departments to work together seamlessly throughout the bid process. Policies and procedures are now centrally accessible, ensuring staff can quickly find the latest guidance. A dedicated leadership hub also provides a secure space for planning and coordinating initiatives ranging from operational projects to social programs and awards.
Project Management Office (PMO)	The number of Microsoft Teams sites was significantly reduced by migrating historical content into a streamlined Enterprise Content Management environment. This consolidation strengthens governance, eliminates redundant sites, and ensures essential records are preserved for future reference. The resulting structure is future ready, enabling the Project Management Office to collaborate with departments on projects through a consistent framework. Information is shared in a single location, reducing duplication and supporting more efficient teamwork and project reporting.

Infrastructure Drawings Integration (PMO)	Enabled integration of infrastructure drawings with the City's Geographic Information System, improving findability and visibility within SharePoint. This integration strengthens operational planning and asset management by ensuring staff work with the most current and accurate information. It also increases confidence in decision-making processes, with additional refinements currently in progress to further optimize the system.
Parks, Forestry & Horticulture Operations (PFHO)	Records management was enhanced without disrupting existing processes by introducing classification and metadata. This eliminated the need to create new tracking lists each year, reduced reliance on ad hoc reporting through Microsoft Excel, and strengthened confidence in the ability to track, manage, and report on process status. The approach also improved data hygiene and lowered administrative overhead, supporting more efficient and reliable operations.
Internal Audit	The Internal Audit team has strengthened its operations by introducing a standardized, auto-generated project structure in Enterprise Content Management, ensuring consistent organization and documentation across all audit engagements. Access to policies and procedures has also been centralized, making it easier for staff to find and share the most current guidance. In addition, a new centralized system for tracking Continuing Professional Education (CPE) credits now supports timely monitoring of required hours and helps auditors maintain their professional certifications, licenses, and compliance obligations

Overall, departments are reporting early wins in collaboration and efficiency, supported by enhanced training resources and a redesigned Enterprise Content Management intranet page. Post-go-live support from the Enterprise Content Management Project Team ensures smooth transitions and long-term success. Importantly, Enterprise Content Management sites are designed to meet regulatory requirements while delivering practical benefits. Records management occurs “in the background,” allowing staff to focus on their work while leveraging new functionalities such as workflows, dashboards, and reporting tools. These features not only support compliance but also enhance day-to-day operations.

Financial Impact

There are no financial impacts as a direct result of this report.

Operational Impact

There are no anticipated operational impacts arising from the recommendations.

Broader Regional Impacts/Considerations

There are no anticipated broader regional impacts arising from the recommendations.

Conclusion

The Enterprise Content Management Program continues to demonstrate meaningful progress, with Phase 3A delivering clear improvements in compliance, efficiency, and collaboration across early-adopting departments. As the City continues to grow in size, complexity and service demands, the ability to manage information in a consistent, secure and accessible manner is integral to effective service delivery.

Advancing to Phase 3B will build on this momentum by extending these benefits to an additional nine departments, supporting more consistent, secure, and modern information-management practices across the organization. Aligned with the City's strategic priorities of Service Excellence and Accountability, the Enterprise Content Management Program remains a critical enabler of organizational modernization, ensuring staff have the tools and structure needed to manage information effectively and deliver high-quality services to the community.

For more information, please contact: Todd Coles, City Clerk.

Attachments

1. Enterprise Content Management Roadmap, Office of the City Clerk, February 10, 2026

Prepared by

Michelle DeBuono, Project Manager, Office of the City Clerk