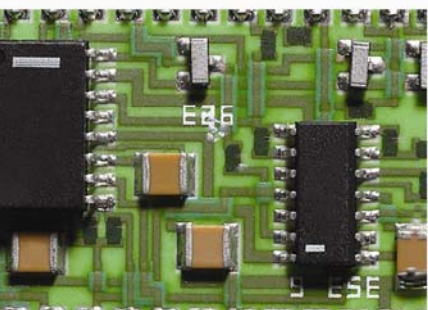




ANNUAL REPORT 2005-06



MESSAGE FROM THE PREMIER



As the Minister responsible for the Office of the Chief Information Officer, I am pleased to present the 2005-06 annual report.

Since its creation in 2005, the Office of the Chief Information Officer (OCIO) has worked diligently toward strengthening and modernizing the IT functions of government to make dealing with government less time-consuming and to ensure greater access to services for the people of Newfoundland and Labrador. We have made significant investments to help reform IT management and operational practices across government, and have a renewed focus on working with local IT companies to build and maintain this important sector of our provincial economy.

During 2005-06, the OCIO embarked upon numerous initiatives which foster a professional and supportive environment. This has improved quality of service, supported the advancement of skills sets and promoted a collaborative approach to sharing and communicating knowledge and experience. With the launch of such projects as the information technology infrastructure improvement program and the records management initiative, we are well on our way to ensuring that our information assets are managed in a more effective, efficient and secure manner.

I would like to take this opportunity to acknowledge all those who contributed to this report, as well as the dedication and tremendous effort of the many employees who have helped us develop and implement information technology policies, standards, guidelines and industry best practices throughout the provincial government. We have made and continue to make great strides in advancing government's economic growth agenda and IT strategy.

The following report covers the period April 1, 2005 to March 31, 2006. My signature below is indicative of my accountability for the actual results reported herein.

Sincerely,

A handwritten signature in blue ink that reads "Danny Williams". The signature is fluid and cursive, with the first name "Danny" and the last name "Williams" clearly legible.

DANNY WILLIAMS, Q.C.

Premier of Newfoundland and Labrador
Minister Responsible for the
Office of the Chief Information Officer

TABLE OF CONTENTS

OVERVIEW	1
Vision	3
Mission.....	3
Lines of Business.....	4
Primary Clients	6
SHARED COMMITMENTS	7
Government of Newfoundland and Labrador – IT/IM Service Responsibility.....	7
HIGHLIGHTS AND ACCOMPLISHMENTS IN 2005-06	8
IT Services for Government.....	8
Creation of the OCIO	9
OCIO Physical Location	11
Improving Communication.....	12
Investing in the People of the OCIO	12
Hiring Of Former Contractual Resources	13
Project Management Framework.....	13
ITIL Adoption	14
General.....	14
Strategic Planning.....	16
Infrastructure Upgrading	17
OPPORTUNITIES AND CHALLENGES IN 2006-07	18
Service Delivery	18
Management Of Information.....	18
Information Technology Infrastructure.....	18
e-Government	18
FINANCIAL STATEMENTS	19
APPENDICES	21

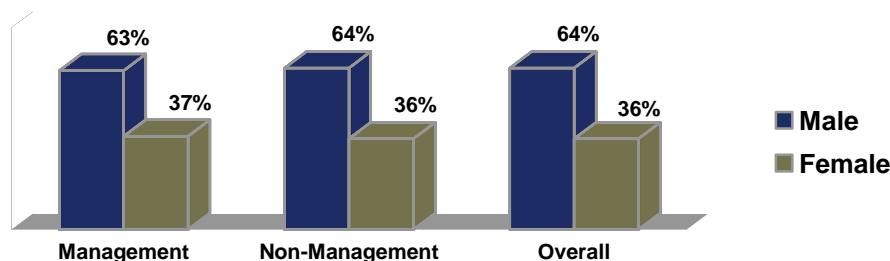
OVERVIEW

The Office of the Chief Information Officer (OCIO) was established in April 2005, bringing together eight diverse information technology (IT) operations into a central organization. The OCIO is responsible for IT support and service delivery to 16 line departments and a number of agencies, and is made up of five branches: Infrastructure Services; Application Management (Economic and Financial); Application Management (Social and Resource); Policy, Planning and Strategy; and Information Management.

The OCIO supports in excess of 100 different commercial software applications and over 500 custom-built applications that service the business of government. These applications reside on over 400 servers and are delivered to 6000 personal computers. Government also owns a significant network infrastructure as well as a comprehensive provincial Wide Area Network (WAN). This varied and complex environment requires security frameworks, preventative maintenance and disaster recovery plans, software license monitoring, and capacity planning.

All information technology staff across government were previously employees of individual Departments. Now they fall under the authority of the OCIO. There are approximately 200 employees, most of whom are located in the St. John's area although the OCIO also has staff in Happy Valley-Goose Bay, Corner Brook, Stephenville, Grand Falls-Windsor, Gander, and Clarenville. The OCIO also manages contracted resources working on various systems development and infrastructure projects across government.

Figure 1: Gender Distribution of OCIO Employees



The Office of the Chief Information Officer operates as an entity within the Executive Council, and is governed by the *Executive Council Act*. The OCIO is responsible for information technology and information management for government departments and for agencies, boards and commissions that are directly supported by the administrative support services of Departments. The OCIO also has responsibility for the *Management of Information Act*. The main office of the OCIO is located on the 4th floor of the West Block, Confederation Building, however the majority of employees are physically located throughout government departments.

The total expenditures of the OCIO in 2005-06 were approximately \$36.8 million. The OCIO also received approximately \$1.8 million in revenues during this fiscal period. Allowing for revenues, the net expenditures of the OCIO were approximately \$35 million in 2005-06. In this fiscal year, the OCIO was being established with new positions and roles still in transition. During this transition period, some projects were postponed until the next fiscal year. For that reason, a \$1.53 million dollar settlement paid by XWave was carried forward into the 2006-07 fiscal year.

(see Financial Statements, p. 19).

The OCIO is responsible for:

- expenditures and procurement of information technology goods and services;
- developing and operating computer systems and infrastructure for government departments, as well as agencies, boards and commissions that are directly supported by the administrative support services of Departments;
- information technology and information management coordination, planning, budgeting, policy development;
- managing information technology related agreements and contracts; and
- working collaboratively with the private information technology sector to maximize opportunities while meeting the business needs of government.



VISION

The vision of the Office of the Chief Information Officer is of a professional information technology and information management capability aligned to enable the business of government and support the needs of the citizens of Newfoundland and Labrador.

MISSION

Information technology is increasingly used to support and deliver critical government programs. The Chief Information Officer is responsible for streamlining and enhancing service delivery, reforming management and operational practices throughout government and bridging the role of government in public service delivery with the private sector. The Chief Information Officer has completed a review of government's information technology functions and found considerable opportunities for new approaches. Strategic improvements will be made to the IT functions that will result in a more efficient, better organized and accessible provincial government. By 2011, the Office of the Chief Information Officer will have improved the IT and IM functions to strengthen and modernize service delivery for provincial government entities.



LINES OF BUSINESS

APPLICATION SUPPORT AND DEVELOPMENT

The OCIO provides the following services to all government departments and select government agencies:

- In-house application development;
- Management of contracted application development;
- Implementation and customization of ready-made vendor solutions;
- Support of all of the above applications.

INFRASTRUCTURE SERVICES

The OCIO manages and maintains the hardware, software, network, and IT security environment for all government departments and select government agencies, which includes:

- Help desk services for desktop support, application related issues and information management systems;
- Printing solutions;
- Data & file backup;
- Disaster Recovery planning;
- Protection of information and policies & procedures for retention and disposal of both paper and electronic data;
- Software version control;
- Communication services, excluding telephone communications but including the Internet; and
- Information technology asset management.



POLICY, PLANNING & STANDARDS

The OCIO provides the following services for all government departments and select government agencies:

- Development of policy, procedures, standards, and guidelines for the use of information technology and information management;
- Strategic planning and management of strategic initiatives for information technology and information management;
- Project management of information technology / information management services;
- Information technology and information management services and support; and
- Procurement of professional resources from local information technology and information management businesses, building local industry capacity while meeting government's technology needs.

BUDGETING & EXPENDITURES

The OCIO is responsible for information technology funding for all government departments and select government agencies in the following areas:

- Professional services, including resource acquisition;
- Acquisition of hardware and software;
- Hosting and processing services;
- Development and management of service contracts and agreements ;
- Licensing agreements; and
- Other expenditures associated with information technology and information management as defined by the OCIO.

PRIMARY CLIENTS

In delivering its mandate, the Office of the Chief Information Officer has identified the primary clients listed below. However, Regional Integrated Health Authorities, school boards and other major non-departmental entities do not fall within the direct scope of responsibility of the OCIO, except as outlined for information management responsibility under the Management of Information Act.

Some government systems which interact directly with these primary clients (such as the Teachers Payroll System and the Client and Referral Management System), as well as projects funded directly by government, must be completed in consultation with, and the approval of, the OCIO. Such entities consult with the OCIO in such matters as IT strategic planning and IT organizational structure changes. Issues relating to systems which fall within the ambit of the OCIO are addressed in consultation with the appropriate line departments.



The OCIO and the Department of Health and Community Services sit on the Board of the Newfoundland and Labrador Centre for Health Information (NLCHI). The NLCHI operates under its current authority and structure, but liaises with the Department of Health and Community Services and the OCIO.

Primary Client List

- Government departments
- Government agencies (e.g., Government Purchasing Agency, Labour Relations Agency, Public Service Commission) where full support is provided
- Courts

SHARED COMMITMENTS

Government of Newfoundland and Labrador – IT/IM Service Responsibility

The Office of the Chief Information Officer works in partnership with government departments and publicly funded bodies to service information technology and information management needs.

Table 1: List of Active Shared Projects for 2005-06*

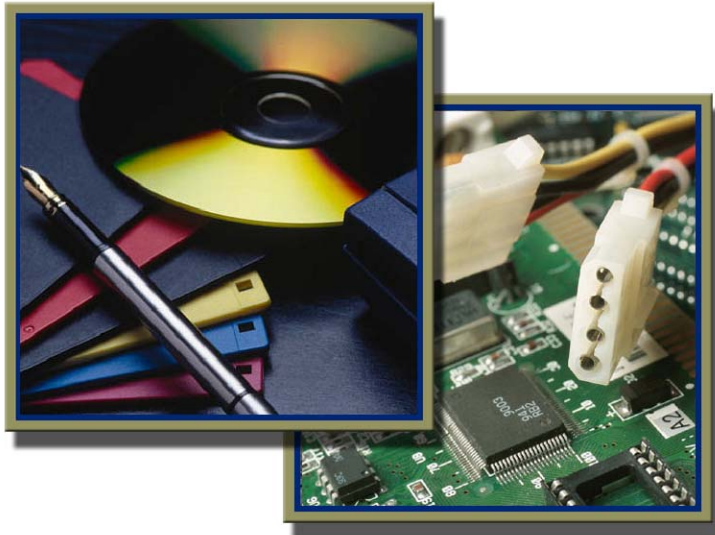
DEPARTMENT	APPLICATION
Education	➤ Time Claims and Attendance System (TCAS)
Environment and Conservation	➤ Wildlife Information Management System (WIMS)
Executive Council	➤ Leave and Overtime Management Project
Finance	➤ Records Management Project ➤ Travel Claims Management System
Government Purchasing Agency	➤ Procurement Project
Government Services	➤ Companies and Deeds Online (CADO) ➤ Lobbyist Registry ➤ Application Management And Data Automation (AMANDA) Review
Health and Community Services	➤ Health Surveillance
Human Resources, Labour and Employment	➤ Client Automated Pay System (CAPS)
Justice	➤ Provincial Court Case Management System ➤ Integrated Police System
Municipal Affairs	➤ Capital Works System
Tourism, Culture and Recreation	➤ Tourism Destination Management System (TDMS II) ➤ Internet Marketing Strategy
Transportation and Works	➤ Building Management System

*For a complete list of projects, please see Table 2 in the Appendix.

HIGHLIGHTS & ACCOMPLISHMENTS

IT Services for Government

Information technology services for government departments, and for Memorial University and other publicly-funded entities, are currently provided by xwave solutions under a Service Level Agreement (SLA) which expires on March 31, 2007. In 2005-06, revenues to xwave as part of this Agreement totalled \$21,274,440. A sub-agreement to the SLA is the Industrial Benefits Agreement (IBA) also with xwave solutions. In an effort to engage private sector resources and cultivate the local IT industry, xwave and government agreed to contract a quantity of IT work to the local IT industry.



In accordance with the Guidelines Covering the Hiring of External Consultants, the OCIO releases Requests for Proposals (RFP) inviting proponents to offer skilled professionals for information technology services for the provincial government.

In 2005-06, 25 contracts were carried over from the previous fiscal year as part of this Agreement and 23 new RFPs were released for services valued at approximately \$2.6 million. An additional 10 contracts were sub-contracted through xwave worth approximately \$424,000. The majority of these 58 contracts, worth over \$3 million, were successfully awarded to local IT suppliers.

In 2005, an amended IBA was signed because xwave failed to meet its job creation commitment in previous years. As a result, xwave paid to government a settlement of \$2.43 million. It was agreed that \$1.53 million of this settlement would be used by the OCIO for projects contracted directly with local IT businesses. The remaining \$900,000 balance was made available to the Department of Innovation, Trade and Rural Development (DITRD) to foster the growth of the local ICT (Information Communication Technologies) sector.

In 2005-06, the OCIO began planning for the expiry of the existing SLA agreement with xwave on March 31, 2007. The OCIO has reviewed a variety of IT service delivery models to determine the approach that would best meet the needs of government while contributing to the development of the local IT sector. The OCIO concluded that the most suitable model would be one in which each of the major IT services is addressed separately. The OCIO received approval to develop and release two Requests for Proposals. One RFP will be issued to obtain the services of a Data Centre Service Provider to manage and operate government's data centre requirements at the government building located at 40 Higgins Line in St. John's, and a second RFP will be issued for professional information technology and information management resources to address government's application development and support needs. It is planned that these RFPs will be released in May 2006.



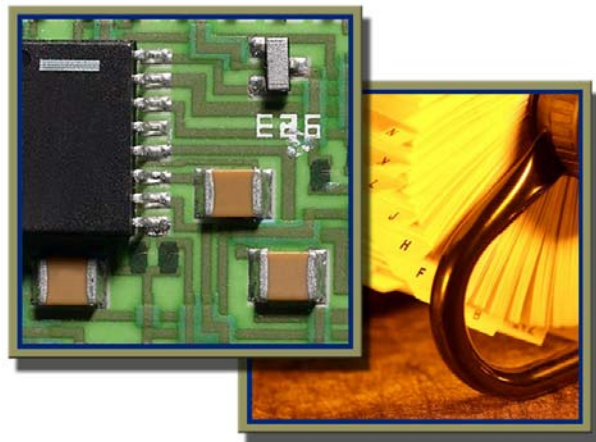
Creation of the OCIO

The role of Chief Information Officer (CIO) was created with a mandate to recommend how information technology should be structured and delivered across government. As a result, in April 2005, the Office of the Chief Information Officer was formed. The centralized structure of the OCIO is designed to improve IT services to Departments.

The OCIO is comprised of five branches that report to the Chief Information Officer:

- **Application Management (Economic and Financial)** is responsible for the development, management and operation of computer systems for the following government departments: Business, Education, Executive Council, Finance, Government Services, the House of Assembly, Innovation, Trade and Rural Development, Labrador and Aboriginal Affairs, Municipal Affairs, the Public Service Commission, Tourism, Culture and Recreation, and Transportation and Works.

- **Application Management (Social and Resource)** is responsible for the development, management and operation of computer systems for the following government departments: Environment and Conservation, Fisheries and Aquaculture, Health and Community Services, Human Resources, Labour and Employment, Justice, and Natural Resources.
- **Infrastructure Services** is responsible for centralized end user support and infrastructure support for desktop and server needs on behalf of all government departments. IS oversees all wide and local area network operations and related services, centralized e-mail management and help desk services and procurement for government. The Infrastructure Services Branch also co-ordinates the orderly integration of current infrastructure into an enterprise grade level of capability offering higher levels of service and availability for clients.
- **Policy, Planning and Strategy** is responsible for providing overall management of IT-related proposals and contracts, IT policies and standards and the development of a government-wide information technology strategy as well as departmental business planning and accountability. The Policy, Planning and Strategy Branch also has responsibility for working collaboratively with the local information technology industry, overseeing the budget, and coordinating training for the Office of the Chief Information Officer.
- **Information Management** is responsible for developing policies and standards for government, legislative compliance, consultancy services and support to government departments.



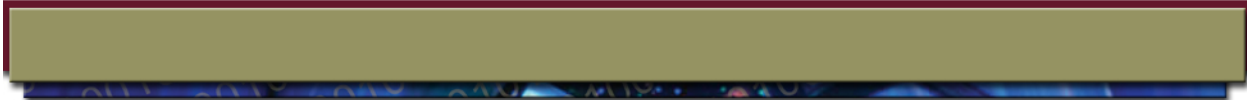
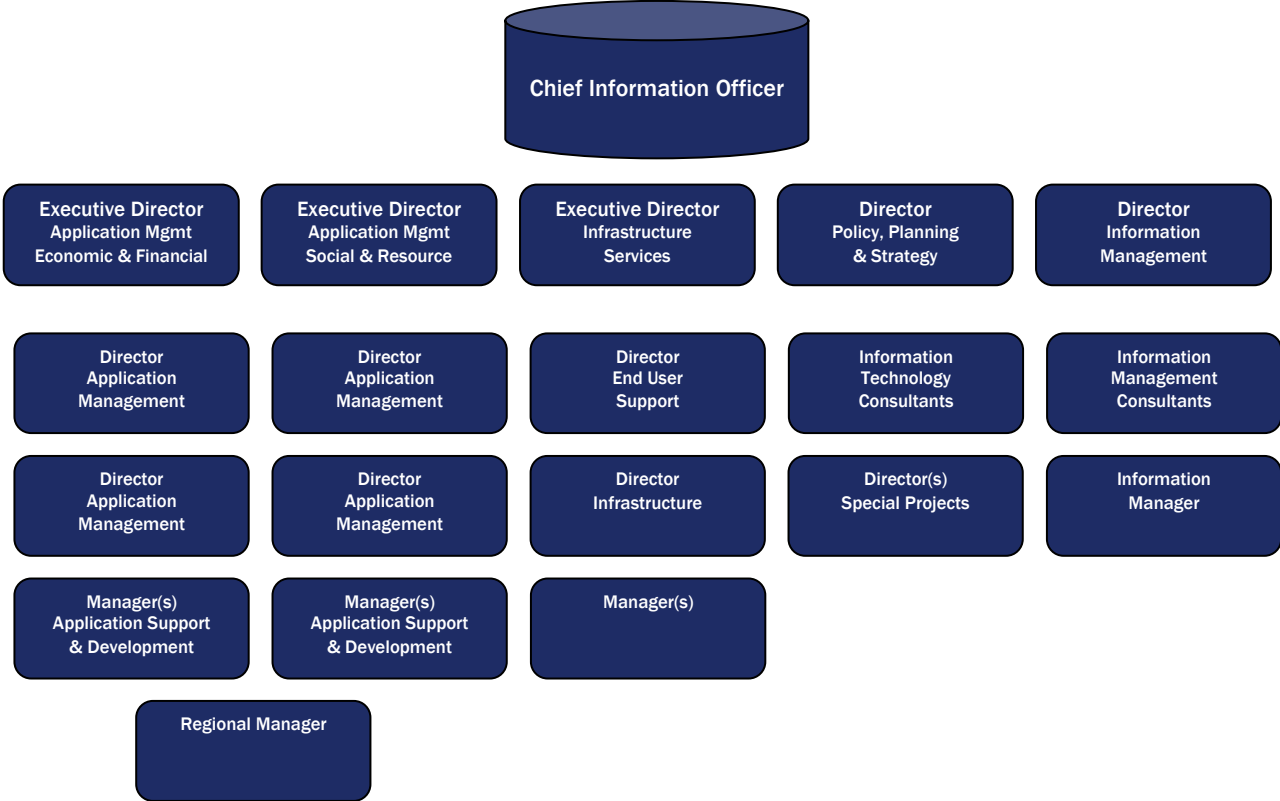


Figure 2: 2005-06 OCIO Management Structure



OCIO Physical Location

In August 2005, a main office for the OCIO was established on the 4th floor of the West Block, Confederation Building, however most employees remained in government departments throughout the East and West Block and other provincial buildings throughout Newfoundland and Labrador.

The Department of Transportation and Works plans to relocate the OCIO offices to the government building located at 40 Higgins Line, St. John's, as of April 1, 2007. Moving the OCIO to 40 Higgins Line will free up much needed space in the Confederation Complex and permit OCIO employees to work from a central location.

Improving Communication

Early on, the OCIO recognized that bringing together such a diverse group would be challenging and a routine of regular monthly updates to staff was established as well as semi-annual, organization-wide assemblies. The first of these assemblies was held in June with complete turnout and very positive feedback from participants. The assembly was chosen as an opportunity to inform the newly-absorbed staff of the progress of the formation of the OCIO and the vision of the Senior Leadership Team for the organization.

Investing in the People of the OCIO

The OCIO has committed itself to a new focus on training for its staff. The priorities are to better equip staff with the tools they need to excel at their jobs, recognize potential, encourage development of emerging skills, and to groom people for advancement within the organization. Training is seen as an investment that is in the best interests of the OCIO and government. The OCIO invested \$152,415 into the skills development of OCIO employees. During 2005-06, the following employee training commitments were met:



- Customer Service Training was successfully offered to 39 OCIO employees;
- Project Management Training was successfully offered to 22 OCIO employees;

- ITIL Foundations Training was successfully offered to 34 OCIO employees; and
- Various infrastructure and application development courses were successfully offered to 36 OCIO employees.

Hiring Of Former Contractual Resources

Traditionally, contracted resources have been used to support many of government's mission-critical computer applications. In some cases, these roles have been contractual for as long as 20 years. Because this practice can reduce efficiencies and does little to foster the local IT industry, the OCIO received approval to create 40 new permanent government positions to replace the contracted roles. Direct offers of employment will be made to many contracted resources that met specific criteria approved by the Public Service Commission. Unfilled positions will be advertised and filled through a competitive recruitment process. By converting selected long-term resources to government positions, government should realize savings of approximately \$3 million.



Project Management Framework

When the OCIO consolidated all the IT and IM functions across government, the subsequent departmental business model evolved into a more progressive enterprise model. A consequence of bringing together multiple IT operations from across government is that different groups had adopted various approaches to some of the same functions. The OCIO had to create new ways of “doing business.” Project Management is one notable example and the OCIO undertook a project to review best practices and devise a project management framework that takes into account our varied structure. All senior resources in the OCIO who are responsible for managing projects are required to follow this framework.

ITIL Adoption

Under the old departmental business model, there were discrepancies inherent across government in IT service delivery functions. Issues such as wait times, escalation procedures, and the documentation of problems were managed differently in different Departments. The OCIO undertook a best practices study to bring all practices into alignment and to find a support desk tool that will serve all of government and meet all the information needs of the OCIO. The OCIO issued a Request For Proposal on February 15, 2006 for an Integrated Information Technology Service Management (ITSM) solution. The RFP is for a technology solution as well as professional services. The RFP closed on March 29, 2006.

General

In 2005-06, the OCIO received new funding of \$6 million for information technology projects. This funding was allocated for systems development and infrastructure improvements. As well as all the administrative responsibilities inherent in forming the Office of the Chief Information Officer and building a unified organization, much actual IT work was undertaken in 2005-06.



Some of the more significant development or enhancement initiatives include:

➤ *Service Desk*

Before the formation of the OCIO, individual departments (8) were responsible for all IT support and service delivery. The OCIO is in the process of creating a new consolidated service desk in order to streamline IT support operations within government. One of the initiatives of the OCIO is to establish IT Service Management (ITSM) best practices based on the Information Technology Infrastructure Library (ITIL) framework and industry standards. This solution will provide a consolidation of the various helpdesks into a single service desk thus providing a single point of contact to the OCIO as well as implementing the processes to govern the operations.

In the current environment there are approximately 5,500 desktops, 6,000 users, 640 servers, and 500 applications being utilized by end users in 400 sites across the province. The Computer Support Specialists (CSS) in cooperation with the Local Area Network (LAN) Administrators respond to approximately 640 support requests per week or 33,000 requests per year.

➤ **Information Management**

In addition to information technology, the OCIO has also assumed responsibility for information management and ensuring compliance with the *Management of Information Act*. The Act addresses requirements to establish and maintain records and information management systems, the management of government's information assets, and leadership for strategic initiatives to support and strengthen information management practices across government.

Other IM accomplishments this year include:

- Creating a standard function based information classification system for government which will enable up to 80% of records (in all formats) created by government to be classified and have retention periods assigned to them;
- Collaborating with the ATIPP Coordinator to prepare for proclamation of the privacy provisions of the ATIPP Act in 2007;
- An initiative with the Department of Transportation and Works and the Provincial Archives to reduce the amount of paper records stored in government-owned and leased space to enable disposal of property and savings to the Transportation and Works accommodations budget;
- Completed negotiations for government-wide license for TRIM, government's records and document management software standard. This agreement includes a commitment of a TRIM Centre of Expertise for Newfoundland and Labrador, with senior project management and TRIM experts to assist with implementing the application;
- Maintaining responsibility for the *Management of Information Act*; and
- Establishing a regular forum for IM staff across government.

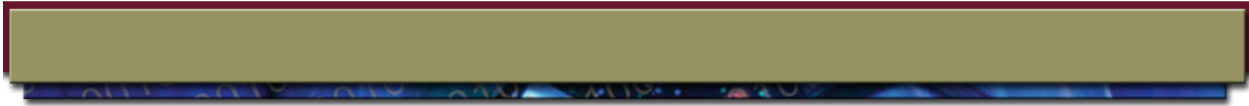
➤ **TRIM Upgrade**

TRIM is an Enterprise Content Management Software package from Tower Software and is used for managing corporate records and documents, whether paper or electronic. TRIM Context encompasses Electronic Document Management, Records Management, E-mail Management, Physical Storage Management, Workflow, and Retention Management in a single product. The upgrade of TRIM applications from existing TRIM Captura software will allow the OCIO to streamline and enhance service delivery for its clients, and to reform management and operational practices throughout government.



Strategic Planning

Along with these systems development or enhancement projects, the OCIO undertook a number of planning initiatives intended to identify the technology directions and priorities for IT in government.



The OCIO strategic planning initiatives for 2005-06 include:

➤ **Government Wide IT Strategic Plan**

During this fiscal period, the OCIO completed and began implementation of recommendations from a government-wide IT Strategic Plan. The plan identified strategic opportunities in the enhancement, replacement, consolidation and integration of IT throughout government. It provides direction for current and future investment in IT to support the business of government for the next three years.

➤ **Infrastructure Strategy**

The OCIO also completed an Infrastructure Strategy during 2005-06. This strategy provides recommendations on data centers, server consolidation, asset management and service desk.

Infrastructure Upgrading

In addition to creating a new department, supporting clients and developing new applications the OCIO made significant progress in the upgrading of government infrastructure.

Infrastructure Support accomplishments include:

- Microsoft and AutoCAD Enterprise Agreements signed;
- 800 obsolete desktops replaced;
- significant enterprise hardware replacements;
- additional fiber link from Confederation Building to 40 Higgins Line installed for disaster recovery purposes; and
- BlackBerry Enterprise Server to allow instant communications installed.

OPPORTUNITIES AND CHALLENGES

Opportunities and challenges for the OCIO in 2006-07 focus on continuing to advance government's information technology and information management interests within the context of a continually changing information technology environment.

Service Delivery

Many core government programs are dependent on computer systems for day-to-day operation. A key goal of the Office of the Chief Information Officer is to support Departments in the delivery of their services and programs. Years of fiscal restraint have taken their toll on service delivery capacity. Little funding had been allocated for updating existing systems and adopting new technologies. The OCIO is now addressing inconsistency in approach and service levels across Departments, the duplication of services and infrastructure, and unshared resources.

Management Of Information

Government's information assets must be managed in a more effective and secure manner. This needs to be done to address legal, economic, information and accountability issues. The OCIO has targeted the lack of standards, policies and resourcing in the core business function of information management as a significant focus in the coming years. Much work is to be done to build and implement government's information management capacity.

Information Technology Infrastructure

The Office of the Chief Information Officer sees updating the computer hardware as a key goal in the coming years. There are a large number of servers that have not been used to their potential and many are old and obsolete. The OCIO will implement consistent technology and develop new systems to replace those that have not kept pace.

e-Government

The public expects to be able to conduct business with government over the Internet. The Office of the Chief Information Officer agrees that many government services could be offered electronically and will work with Departments to find opportunities and put the technology in place. The OCIO will create a consistent look and feel, while ensuring security and privacy for the public and safeguarding government data with high-quality technology.

FINANCIAL STATEMENTS

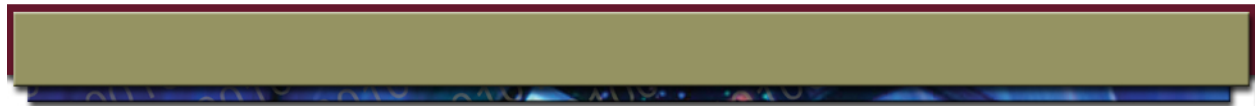
	<u>Actual</u>	<u>Estimates</u>	
		<u>Amended</u>	<u>Original</u>
	\$	\$	\$
OFFICE OF THE CHIEF INFORMATION OFFICER			
OFFICE OF THE CHIEF INFORMATION OFFICER			
<i>CURRENT</i>			
4.1.01. OFFICE OF THE CHIEF INFORMATION OFFICER			
01. Salaries	6,730,808	6,799,400	6,515,400
02. Employee Benefits	20,007	20,100	12,000
03. Transportation & Communications	2,514,523	2,738,500	2,782,200
04. Supplies	5,516,032	5,746,000	4,063,100
05. Professional Services	11,077,048	12,855,400	13,314,300
06. Purchased Services	3,887,846	4,002,900	3,973,700
07. Property, Furnishings & Equipment	4,372,689	4,487,600	3,493,000
10. Grants and Subsidies	-	-	206,700
	<u>34,118,953</u>	<u>36,649,900</u>	<u>34,360,400</u>
01. Revenue - Federal	-	(320,000)	(320,000)
02. Revenue - Provincial	(1,785,538)	(1,654,200)	(1,654,200)
Total: Office of the Chief Information Officer	<u>32,333,415</u>	<u>34,675,700</u>	<u>32,386,200</u>
<i>CAPITAL</i>			
4.1.02. ADMINISTRATIVE SUPPORT			
04. Supplies	27,120	36,200	320,000
05. Professional Services	3,771,773	4,153,200	4,413,200
06. Purchased Services	-	20,000	20,000
07. Property, Furnishings & Equipment	674,050	871,300	2,367,400
Total: Administrative Support	<u>4,472,943</u>	<u>5,080,700</u>	<u>7,120,600</u>
TOTAL: OFFICE OF THE CHIEF INFORMATION OFFICER	<u>36,806,358</u>	<u>39,756,400</u>	<u>39,506,800</u>
TOTAL: OFFICE OF THE CHIEF INFORMATION OFFICER	<u>36,806,358</u>	<u>39,756,400</u>	<u>39,506,800</u>
TOTAL: EXECUTIVE COUNCIL	<u>53,933,937</u>	<u>59,071,600</u>	<u>58,846,000</u>

Note: Expenditure and revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2006.

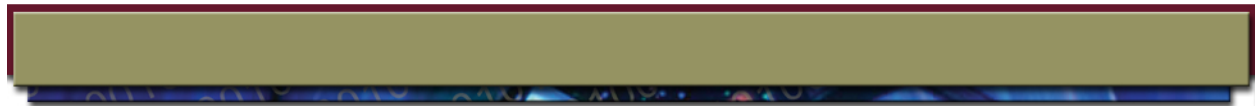
APPENDICES

Table 2: Projects Supported by the OCIO in 2005-06

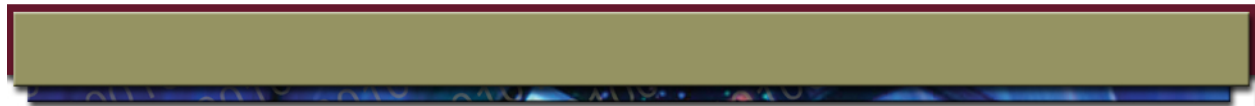
Department	Project Name
Education	<ul style="list-style-type: none"> ➤ Education Application Server Upgrade ➤ High School Records Management ➤ Loans Administration (LA Pro) Enhancements ➤ Provincial School Administration System ➤ Student Loan Corporation (SLC)- LA Pro - ISO SETOFF ➤ Time Claims and Attendance System (TCAS) ➤ Teachers Payroll, Pension, Certification System (TPPC)
Environment and Conservation	<ul style="list-style-type: none"> ➤ Geographic Information System (GIS) Environmental Assessments ➤ GIS Land Management ➤ Parks Reservation System ➤ Pesticide Information Management System ➤ Water Quality GIS ➤ Water Resources GIS ➤ Wildlife Information Management System (WIMS) ➤ WIMS Rewrite
Executive Council	<ul style="list-style-type: none"> ➤ Cabinet Secretariat TRIM Upgrade ➤ CPA Cheque Amendments ➤ Government Commitments Portal Project ➤ House of Assembly Video Streaming ➤ Leave and Overtime Management Project



Department	Project Name
Executive Council (continued)	<ul style="list-style-type: none"> ➤ Records Management Project ➤ Regulatory Reform Tracking Project ➤ Virtual Rooms Project
Finance	<ul style="list-style-type: none"> ➤ Records Management Project ➤ Travel Claims Management System
Fisheries and Aquaculture	<ul style="list-style-type: none"> ➤ Aquaculture Licensing and Information System (ALIS) Conversion to Oracle/Visual Basic ➤ PLANT Conversion to Oracle/Visual Basic ➤ Fisheries Remote Inspections ➤ AquaGIS
Government Purchasing Agency	<ul style="list-style-type: none"> ➤ Procurement System
Government Services	<ul style="list-style-type: none"> ➤ Application Management and Data Automation (AMANDA) Replacement ➤ AMANDA Review ➤ Companies and Deeds Online (CADO) Phase IV ➤ CADO Legacy Data Conversion ➤ CADO Mechanics Liens System ➤ Joint Atlantic Provinces Online Driver Licence/ID Solution ➤ Licence Administration System



Department	Project Name
Government Services (continued)	<ul style="list-style-type: none">➤ Lobbyist Registry➤ Online Deeds Registration➤ Tender Activity Reporting System (TARS)➤ Vital Statistics National Routing System (NRS)
Health and Community Services	<ul style="list-style-type: none">➤ Client and Referral Management System (CRMS) - Client Pay➤ CRMS – Child, Youth and Family Services (CYFS) Reporting➤ CRMS – Data Standards and Statistical Reporting➤ Health Surveillance➤ MCP - Beneficiary Address Extension➤ MCP - Beneficiary Re-Registration➤ MCP - Claims Monitoring System
Human Resources, Labour and Employment	<ul style="list-style-type: none">➤ Bar Code Capacity➤ Client Automated Payment System (CAPS)➤ CAPS Release 2 – Career Employment and Youth Services (CEYS)
Innovation, Trade and Rural Development	<ul style="list-style-type: none">➤ Client Information System (CIS)➤ Newfoundland and Labrador Business Web Site Replacement➤ Provincial Nominee Program (PNP) Enhancements➤ Provincial Nominee Program (PNP) Support



Department	Project Name
Justice (continued)	<ul style="list-style-type: none"> ➤ Integrated Provincial Court Information System (IPCIS) – Implementation ➤ Document Imaging (DI) Module ➤ Major Case Management (MCM) Module ➤ Resource Utilization System (RUS) Reports ➤ Support Enforcement Agency (SEA) Web Portal
Municipal and Provincial Affairs	<ul style="list-style-type: none"> ➤ Capital Works Requirements ➤ Municipal Information Management System (MIMS) Enhancements
Natural Resources	<ul style="list-style-type: none"> ➤ Mineral Rights Administration System (MIRIAD)- Labrador Inuit Lands Updates ➤ Museum Exhibit Inventory System (STAR) review ➤ National Routing System ➤ Quarry Management System ➤ Geofiles Microfiche Scanning Project
Tourism, Culture and Recreation	<ul style="list-style-type: none"> ➤ Tourism Destination Management System (TDMS) II ➤ Internet Marketing Strategy ➤ Provide Online Ticket Sales to Arts and Culture Centre (ACC) Clients
Transportation and Works	<ul style="list-style-type: none"> ➤ Building Management System ➤ Capital Assets Planning and Management System