

## **Status Update on Recommendations from the November 2023 Audit of the Enterprise Work Management Solution (EWMS) - Lessons Learned for Future Large Information Technology Projects**

**Date:** June 26, 2025  
**To:** Audit Committee  
**From:** Chief Technology Officer  
**Wards:** All

### **SUMMARY**

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This report updates the Audit Committee on the status of the 14 recommendations identified in the Auditor General's Audit of the Enterprise Work Management Solution (EWMS): Lessons Learned for Future Large Information Technology Projects on November 23, 2023.

As of June 2025, City staff have addressed 11 of the 14 audit recommendations, up from 5 in the June 2024 report. This progress reflects a significant improvement in addressing the audit findings. Management expects to complete actions for the remaining three recommendations by the fourth quarter of 2025.

### **RECOMMENDATIONS**

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The Chief Technology Officer recommends that:

1. Audit Committee receive this report for information.

### **FINANCIAL IMPACT**

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There is no financial impact resulting from this report. Funding for the EWMS Program in 2025 is available within the Approved 2025 Capital and Operating Budgets of participating Divisions. 2026 funding will be included in the 2026 Capital Budget submissions.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the information as presented in the Financial Impact Section.

## **DECISION HISTORY**

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On July 5, 2024, Audit Committee requested the Chief Technology Officer, in collaboration with the General Manager, Transportation Services, the General Manager, Solid Waste Management Services, the General Manager, Parks, Forestry and Recreation, the General Manager, Toronto Water, and the Executive Director, Customer Experience, to report back to Audit Committee on the status of the Enterprise Work Management Solution Program's 2023 audit recommendations by June 30, 2025.

### [Agenda Item History - 2024.AU5.12](#)

On December 13, 2023, City Council requested the Chief Technology Officer to report to City Council on the status of the Enterprise Work Management Solution Program by June 30, 2024, including the total expected cost of implementation, the status of benefits realized for divisions that have completed the implementation, and the planned benefit realization for the entire Enterprise Work Management Solution Program.

### [Agenda Item History 2023.AU3.4](#)

## **COMMENTS**

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The Enterprise Work Management Solution (EWMS) is working to modernize the City of Toronto's approach to work management. The program aims to replace fragmented legacy systems with a unified, enterprise-wide solution equipped with tools, processes, workflows, and best practices for managing work activities, assets, and service delivery across the organization. Key benefits include:

- Better communication with residents about their 311 service requests made through the City's 311 call centre
- Modernized tools for maintaining the City's assets, helping staff work more efficiently and meet service goals faster
- Support for mobile computing and digital (paperless) work orders
- Standardized processes and clearer records of completed work
- Streamlined information sharing across divisions and improved tracking of work order status and costs
- Integrated job plans, workflows, and procedures for common tasks
- Timely, accurate information available to both frontline workers and managers

Approximately 4,000 City staff and contractors will utilize the new system across six divisions. It will also support the maintenance of approximately \$118 billion in City assets, including public roads, bridges, parks, urban forestry, water and wastewater treatment plants, water distribution and wastewater collection systems, and waste management infrastructure.

In November 2023, the Auditor General's Office (AGO) released an audit report on the EWMS Program. The report included 14 recommendations directed to Technology Services Division to refine project planning processes, enhance governance structures, and strengthen risk management practices to ensure successful implementation. The audit also highlighted lessons that could benefit other large technology projects within the City of Toronto.

## **Implementation Status of the Audit Recommendations**

As of June 6, 2025, implementation status of the 14 audit recommendations from the [2023.AU3.4 Audit of the Enterprise Work Management Solution \(EWMS\): Lessons Learned for Future Large Information Technology Projects](#) are as follows:

- 11 audit recommendations fully implemented
- 2 audit recommendations in progress – partially implemented with some sub-recommendations underway
- 1 audit recommendation in progress – actions initiated but not yet completed

Of the 11 audit recommendations reported as fully implemented by management, 7 have been validated by the AGO and are closed, and the remaining 4 recommendations are subject to verification in future AGO cycle.

Status details and the updated management responses are provided in *Attachment 1 (Public) - Status Summary of the Audit Recommendations from the 2023.AU3.4 Audit of the Enterprise Work Management Solution (EWMS)*.

## **Summary of Key Outcomes & Improvements**

In response to the Auditor General's recommendations in the November 2023 Audit of the Enterprise Work Management Solution (EWMS): Lessons Learned for Future Large Information Technology Projects, several key enhancements have been made to the overall project management framework and governance for all technology projects, including the EWMS Program. The Technology Services Division (TSD) has successfully implemented the following improvements:

- **Strengthened Project Planning:** Comprehensive project charters are required as part of the gating process for all projects in its definition stage, which includes clear timelines, budgets, and performance metrics to ensure more effective tracking of project milestones.
- **Improved Risk Management and Reporting:** A more robust reporting system has been implemented to track project progress, risks, and issues. This system ensures that budget and timeline adherence are closely monitored, and timely interventions are made when necessary.
- **Enhanced Governance and Oversight:** The governance structure for all technology projects has been standardized, including more structured executive steering committees and stakeholder engagement. Meetings focus on documenting key decisions, actions, and ensuring alignment across business units and project teams.

- Streamlined Document Management: Key project documents are now consistently identified, maintained, and retained throughout the project lifecycle, as part of the standardized technology project governance and gating process, ensuring full documentation for future reference.

TSD remains committed to continuously enhancing the management and governance of both current and future technology projects at the City of Toronto, ensuring that all improvements support better service delivery and project outcomes.

## **CONTACT**

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## **SIGNATURE**

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