

Business Plan

2026-2029

Office of the Chief
Information Officer





MESSAGE FROM THE MINISTER

As Minister Responsible for the Office of the Chief Information Officer, I am pleased to present this business plan for the Office of the Chief Information Officer for 2026-29. The office is a category two entity, and the plan was developed in accordance with applicable requirements for multi-year, performance-based plans.

This plan's goals and objectives will guide the Office of the Chief Information Officer in delivering modern, secure technology and information management services, while supporting day-to-day operations across Provincial Government departments, agencies, boards, and commissions.

In accordance with the **Transparency and Accountability Act**, the Office of the Chief Information Officer has identified the goals of Exceptional Service Offerings, Resilient Technologies, and Technology Leadership to guide its work over the next three fiscal years.

By signing, I affirm my accountability for the preparation of the plan and the achievement of its goals and objectives.

Sincerely,

A stylized, handwritten signature in black ink, appearing to read 'Mike Goosney'.

Hon. Mike Goosney

Minister Responsible for the Office of the Chief Information Officer

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Introduction

Overview

The Office of the Chief Information Officer (OCIO) is established under the **Executive Council Act** and is designated as a category two entity under the **Transparency and Accountability Act**. The OCIO is responsible for providing information technology (IT) services; designing and delivering IT websites and software; developing information management (IM) and IT solutions, including cybersecurity policies, standards, and frameworks; delivering IT, IM, and cybersecurity training, advisory, and consulting services to Provincial Government departments and other designated clients within its mandate.

The OCIO supports Provincial Government operations through a large, complex technology environment, including an extensive network infrastructure and a province-wide area network. Operating this environment effectively requires strong processes and policies to support 24-hour service, resilient technologies, and a skilled workforce in a rapidly evolving industry.

As of March 31, 2026, the OCIO employs 351 staff, the majority of whom are based in offices around the St. John's metropolitan area. Additional employees are located in regional offices in Happy Valley–Goose Bay, Stephenville, Corner Brook, Grand Falls-Windsor, Gander, and Clarenville, supporting service delivery throughout the province.

Further information about the OCIO can be found at: www.gov.nl.ca/exec/ocio/.

Budget

The 2026-27 budget for the OCIO is \$77,308,900.

Branch	# of Employees	Budget
Corporate and Strategic Services	36	\$4,697,200
Design and Delivery	157	\$37,127,900
Infrastructure and Cybersecurity	158	\$35,483,800

Mandate

The OCIO operates as an entity within the Executive Council, governed by the **Executive Council Act**, and is responsible for:

- Designing, developing, modernizing, operating, and sustaining technology solutions, including enterprise systems, custom applications, public-facing platforms, and shared online services used by Provincial Government departments, agencies, boards, and commissions;
- Providing day-to-day operational support for Provincial Government technology services, including end-user computing, email and collaboration platforms, core business applications, and other production systems required for the daily operation of programs and services;
- Operating and supporting Provincial Government technology infrastructure 24 hours a day, including servers, networks, and platforms that enable both internal operations and public-facing services;
- IT, IM, and cybersecurity governance and operations, along with coordination, strategic planning, budgeting, and the development of operational process policies, standards, and frameworks;

- Cybersecurity, including preventative controls, monitoring, incident response, and protection of Provincial Government technology assets and data;
- Delivery of advisory, consulting, and training services to departments, procurement, expenditure management, and vendor oversight for IT goods and services, including contract and agreement management; and,
- Administration of the **Management of Information Act** and support for related information management obligations across the Provincial Government.

Vision

To be a technology leader for the Government of Newfoundland and Labrador, empowering public servants and delivering trusted, high-quality services that improve the lives of residents.

Lines of Business

In delivering its mandate, the OCIO's organizational structure is aligned with client-facing lines of business:

- Corporate and Strategic Services;
- Design and Delivery; and,
- Infrastructure and Cybersecurity.

Corporate and Strategic Services Branch

The Corporate and Strategic Services Branch integrates planning, coordination, and stakeholder engagement to support accountable operations, sound decision-making, and effective collaboration. It consists of three divisions: Information Management (IM), Policy, Planning and Corporate Operations, and Partnerships.

The IM Division administers the **Management of Information Act**, develops IM directives, standards, procedures, and guidelines, and provides IM advisory services and guidance to Provincial Government departments and other public bodies.

The Policy, Planning, and Corporate Operations Division manages the OCIO's operations, fiscal management (including budget preparation and monitoring), vendor contract management, human resource planning, IT procurement, cabinet support, facilities management, and occupational health and safety.

The Partnerships Division is responsible for cultivating strong client relationships and ensuring the strategic direction of the OCIO aligns with the priorities of Provincial Government departments, agencies, boards, and commissions. It also leads business change management and training initiatives, helping clients adopt new technologies and adjust their business processes.

Design and Delivery Branch

The Design and Delivery Branch enables the successful transformation of Provincial Government services through delivering and operating resilient technology solutions, agile delivery practices, and strong technology stewardship. It brings together project delivery, application development, enterprise platforms, along with all online services to ensure government initiatives are planned, delivered, and sustained in a consistent, integrated, and client-focused manner. The Design and Delivery Branch includes several Application Development and Enterprise Application and Project Delivery teams, as well as MyGovNL and the Project Management Office (PMO).

The Application Development teams design, build, and evolve custom technology that supports government programs and services. This includes the development of new applications as well as the sustainment, enhancement, and modernization of existing systems to meet emerging business and technology needs. They are also responsible for incorporating departmental data needs into technology solutions and for implementing a framework to ensure appropriate data use and sharing for service delivery and decision-making.

The Enterprise Application team ensures stability, reliability, and continuous evolution of core enterprise systems used across the Provincial Government, including finance, budgeting, human resources, and database platforms. The team plays a critical role in supporting Provincial Government operations and enabling data-informed decision-making.

The Project Delivery team is a cross functional group of business and technical resources responsible for planning, executing, and delivering a project or initiative throughout its lifecycle, in alignment with OCIO PMO standards, methodologies, and client needs.

The MyGovNL Team delivers and operates the province's digital identity and resident access platform. They are responsible for the end-to-end lifecycle of MyGovNL, including product development, integration with Provincial Government services, operational support, and the forward-looking service roadmap that enables secure, seamless digital interactions with residents.

The PMO establishes the enterprise framework for project delivery, portfolio management, and performance reporting. Working in close partnership with Project Delivery, the PMO ensures initiatives are delivered effectively, transparently, and with a strong focus on stakeholder outcomes and adoption.

Infrastructure and Cybersecurity Branch

The Infrastructure and Cybersecurity Branch delivers the foundational technology infrastructure, cybersecurity capabilities, and customer support services that enable reliable, secure government operations and digital service delivery throughout the province. It ensures that Provincial Government systems, networks, and platforms are available, protected, and supported to meet the needs of departments and the public. The Infrastructure and Cybersecurity Branch includes teams responsible for Enterprise Technology and Data Centres, Customer Services and Cybersecurity.

The Enterprise Technology and Data Centres division manages enterprise infrastructure and connectivity services, including data centres, networks, servers, storage, cloud and hybrid environments, and end-user computing. These services provide Provincial Government employees with stable, resilient, and responsive technology environments that support daily operations and critical public services.

The Customer Service Division delivers customer service and technical support, including service desk operations and frontline assistance for Provincial Government users. By providing timely support, incident response, and issue resolution, the OCIO ensures continuity of operations and positive service experience for departments.

The Cybersecurity Division leads government-wide cybersecurity services, protecting systems, information, and digital services from evolving threats. Through security monitoring, prevention, and response capabilities, the team strengthens the integrity, availability, and confidentiality of Provincial Government technology assets while supporting the secure adoption of modern platforms and services. The team engages with the broader public sector to raise cybersecurity awareness, including through the public-facing online service of CyberSafeNL.

Primary Clients

The OCIO's primary clients are core Provincial Government departments, which rely on enterprise IT and IM services, as well as residents of Newfoundland and Labrador, who access Provincial Government programs and services through online platforms and enabling technologies supported by the OCIO, including MyGovNL.

Business Issues

The business direction, goals, and objectives in this plan were prepared in consideration of the strategic direction of the Provincial Government and the departments that the OCIO supports. The OCIO has identified the following three areas to guide its business plan over the next three fiscal years.

Issue One: Exceptional Service Offerings

As Provincial Government services across all departments continue to rely on and expand the use of technology to deliver programs and services, there is an increasing need for the OCIO to support Provincial Government departments, public sector employees, and residents of the province. This includes daily support, engagement, awareness, and training with some services required 24 hours a day, highlighting the need for consistent, high-quality service delivery. Strengthening governance and operations, enhancing training for key technology platforms, deepening partnerships with departments, and advancing capabilities in IM, cybersecurity, artificial intelligence (AI), and modern productivity tools will improve delivery speed, predictability, and adoption of technology solutions. A sustained focus on workforce development, service maturity, and continuous improvement will position the OCIO to better support Provincial Government priorities and deliver high-quality services to residents and businesses.

Goal

By March 31, 2029, the OCIO will have aligned its service delivery functions to serve both Provincial Government departments and residents.

Objective 2026-2027

By March 31, 2027, the OCIO will have developed its enhanced service delivery strategy.

Indicators

Objective progress will be measured by the completion of:

- Established customer satisfaction measures and targeted service levels;
- Define and initiate an enterprise incident readiness approach to strengthen service resilience, continuity, and response coordination;
- Initiate year one of a multi-year IT service management improvement project;
- Completed implementation of updated technology policies;
- Deliver priority projects requested by departments;
- Complete implementation of the Partnerships program to ensure the OCIO is delivering as required to departments; and,
- Deliver training and awareness programs to public sector employees for IM, cybersecurity, and targeted technology training, focusing on AI and Microsoft 365.

Objective 2027-2028

By March 31, 2028, the OCIO will have implemented the second year of the service delivery strategy.

Objective 2028-2029

By March 31, 2029, the OCIO will have operationalized the sustainment phase of the service delivery strategy.

Issue Two: Resilient Technologies

The OCIO will continue to upgrade the Provincial Government's technology environment, with a strong focus on renewing legacy technology. Technology investments will support delivering 24 hour a day resilient technology required to meet departmental service delivery while balancing innovation, reliability, and operational stability. Adopting modern, secure, and resilient technologies will help public sector

employees work more effectively and support consistent usage of technology for service delivery.

Key enterprise technology platforms will advance through roadmaps, including replacement of legacy mainframe systems. Critical technology infrastructure will also be upgraded to improve performance and sustainability. Together, these efforts will strengthen resilience and reliability across Provincial Government technology services.

Goal

By March 31, 2029, the OCIO will have strengthened and modernized core enterprise technology platforms through technology and policy upgrades to improve security, resiliency, and reduce risk.

Objective 2026-2027

By March 31, 2027, the OCIO will have completed analysis and initiated priority legacy system modernization, core security upgrades, and infrastructure initiatives.

Indicators

Objective progress will be measured by the completion of:

- Replace core legacy and mainframe platforms in alignment with established roadmaps;
- Replace key production technology environments and critical infrastructure;
- Align operational processes, including ticket management, to improve 24/7 coverage commitments; and
- Deliver coordinated cybersecurity programming to improve preparedness and resilience across the Provincial Government.

Objective 2027-2028

By March 31, 2028, the OCIO will have completed the design and development phases for a number of priority legacy system modernizations and approximately 50% of infrastructure priority projects and initiatives.

Objective 2028-2029

By March 31, 2029, the OCIO will have completed the modernization and replacement of core mainframe platforms and implemented priority infrastructure upgrade.

Issue Three: Technology Leadership

The OCIO provides province-wide leadership by setting enterprise technology direction, standards, and best practices; partnering with departments; building workforce capability; and guiding the secure, practical, and consistent adoption of emerging technologies. To strengthen the OCIO's position as a technology leader both within the core Provincial Government and the broader public sector, the OCIO will emphasize collaborative initiatives, such as participation in Heads of Technology forums and the Cybersecurity Community of Action. These partnerships will foster knowledge sharing and drive innovation. Additionally, leadership through policy development and support, targeted training, and expanded engagement sessions will help raise competencies across the industry sector.

Goal

By March 31, 2029, the OCIO will be established as a provincial technology leader, providing consistent direction enabling responsible innovation and public trust.

Objective 2026-2027

By March 31, 2027, the OCIO will have initiated a technology framework and sustainment plan, as well as initiated the expansion of cybersecurity and training offerings.

Indicators

Objective progress will be measured by the completion of:

- Establish enterprise technology policies, standards, and frameworks to support emerging technology (e.g., AI and quantum technologies) to aid secure, consistent, and scalable adoption;
- Advance responsible adoption of AI, automation, and emerging technologies through guidance, oversight, and practical enablement supports for departments;
- Strengthening public sector technology capability through targeted training, education, and communities of practice in IM, data services, cybersecurity, and AI;
- Expand enterprise cybersecurity leadership, awareness, and preparedness to support shared responsibility for protecting Provincial Government information, systems, and services; and,
- Increase formal engagement forums and promote participation rates to strengthen partnerships within core Provincial Government and external stakeholders to advance innovation, knowledge sharing, and coordinate technology leadership.

Objective 2027-2028

By March 31, 2028, the OCIO will have implemented enterprise technology leadership frameworks, including architecture, governance, and responsible AI guidance, and established a sustainment model that supports consistent adoption across government.

Objective 2028-2029

By March 31, 2029, the OCIO will have transitioned enterprise technology leadership frameworks into steady state operational sustainment and formalized its role as a centre of expertise for cybersecurity, AI, and emerging technologies across the Provincial Government.

Annex A – Strategic Directions

The Provincial Government’s strategic directions are communicated through platform documents, Throne and Budget speeches, policy instruments, and other official communications. Under the **Transparency and Accountability Act**, departments and public bodies are required to consider these strategic directions when preparing performance-based plans.

The OCIO advances the Government of Newfoundland and Labrador’s IT strategic direction through its 2026–2029 Business Plan.

The following reflects the OCIO’s strategic direction for 2026–2027.

Strategic Direction

Deliver reliable, secure, and modern technology and IM services to Provincial Government departments, agencies, boards, and commissions within the OCIO’s mandate, while serving as the recognized leader in technology throughout the province of Newfoundland and Labrador.

Outcome

Provincial Government departments and residents benefit from reliable, resilient, and modern online services enabled by trusted enterprise technologies, industry-leading operational support, strong information and data management practices, and visible technology leadership that supports innovation, security, and service excellence across the public sector.