



The Corporation of the  
City of Sault Ste. Marie

## COUNCIL REPORT

October 14, 2025

TO: Mayor Matthew Shoemaker and Members of City Council  
AUTHOR: Frank Coccimiglio, Manager of Information Technology  
DEPARTMENT: Corporate Services  
RE: Enterprise Resource Planning Strategy and Roadmap

---

### **Purpose**

This report is to inform City Council about the comprehensive Enterprise Resource Planning (ERP) strategy and roadmap developed by a staff committee. This initiative addresses the strategic direction the City should take, considering the imminent end-of-life of the current ERP's Financial System modules and the operational challenges and deficiencies it presently faces.

### **Background**

The City's Enterprise Resource Planning system has been developed and implemented over the years, utilizing various vendor solutions with sophisticated integration points that facilitate the sharing of information between these systems. It manages the City's financials, budgets, property taxes, HR records, payroll and Works management.

The existing ERP's financial modules (Microsoft Dynamics GP) are reaching end-of-life by December 31, 2029, creating potential risk in financial management and reporting if not replaced.

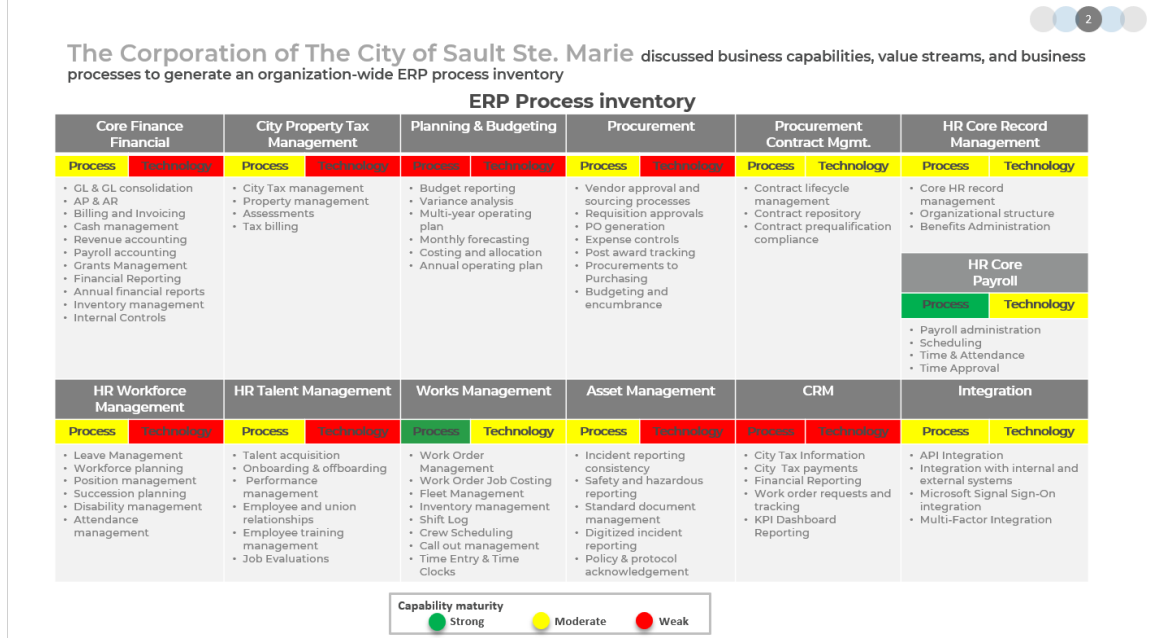
### **Analysis**

A committee of staff was established in April to develop an ERP strategy and roadmap, guided by the methodology and expertise provided by the Info-Tech Research Group, a leading IT research and advisory company.

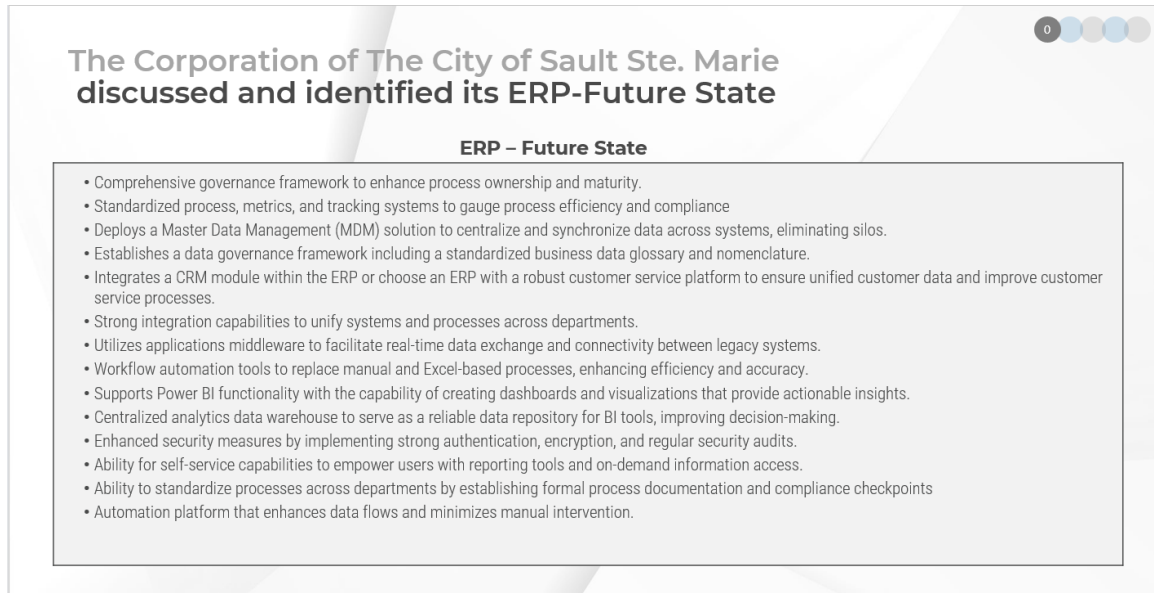
The ERP vision is to *"Implement an integrated software suite that empowers Sault Ste. Marie with a unified, efficient, adaptive, and sustainable Enterprise Resource Planning system that meets stakeholders' needs,"* aligning with the Corporate Strategic Plan's "Focus Area 4: Service Delivery" goals.

The ERP Strategy and Roadmap focused on assessing and documenting the current state while developing a comprehensive strategy and roadmap to guide toward future objectives. The complete report has been provided as Attachment A – ERP Strategy Roadmap Report Final. Presented below are some key findings from the study:

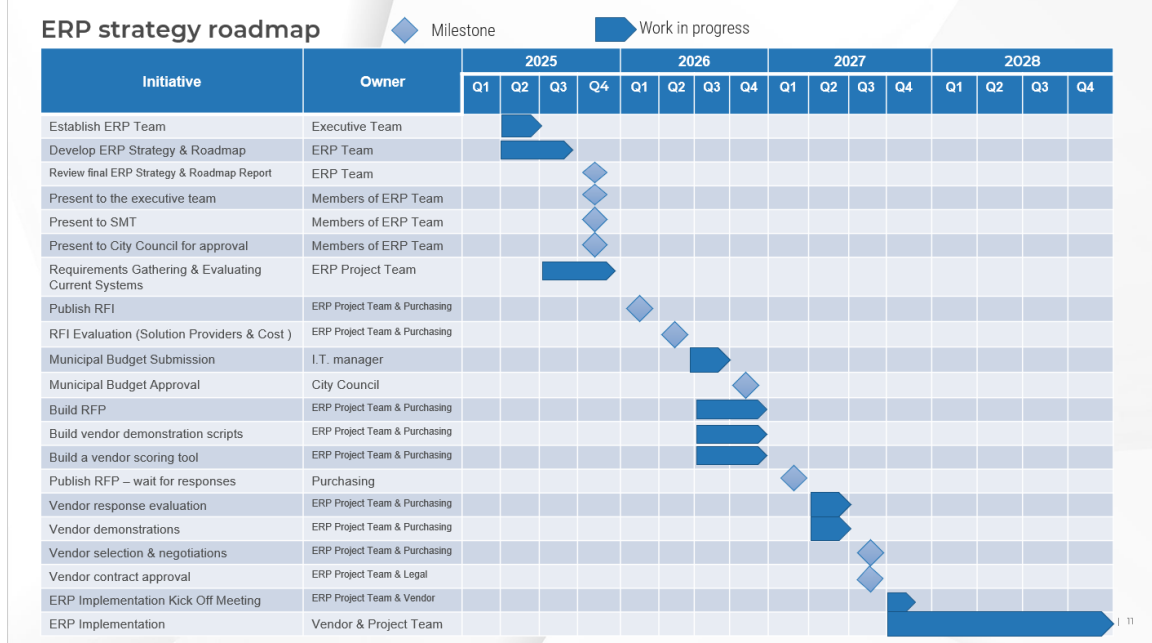
**Illustration One:** The ERP Process Inventory reveals that current technology has become outdated over the years, failing to meet the functional requirements necessary for operational needs.



**Illustration Two:** The study highlights essential functional components for a future ERP solution.



**Illustration 3:** Shows the ERP strategy roadmap.



The ERP Strategy and Roadmap recommends:

1. Phased migration with a detailed roadmap and action items commencing Q3 of 2025 to be completed by the end of 2028;
2. In Q1 of 2026, a Request for Information (RFI) will be released to gauge the interest of solution partners and obtain a budget for the yearly software subscription and implementation costs;
3. Internal staffing requirements needed for a dedicated ERP implementation team made up of 4 to 5 key staff members from different departments;
4. Additional staffing is required to backfill the staff positions dedicated to the implementation of the ERP solution;
5. An approved budget funding request for the 2027 budget to cover the cost of the implementation of the new ERP solution;
6. A budget staffing request for the 2027 budget;
7. Release of the RFP in Q1/Q2 of 2027, awarding the RFP in Q3 of 2027; and
8. Start ERP implementation in Q4 of 2027.

**Financial Implications**

Funding for the ERP strategy implementation should be allocated in the 2027 capital and operating budget to cover the following costs:

- Solution provider implementation service costs
- Ongoing ERP licensing and subscription costs
- Increased staffing levels required for implementation

The Request for Information (RFI) process, starting in Q1 2026, will identify key ERP solution providers capable of offering solutions for the City, including budgetary estimates for implementation. This information will be presented during 2027 budget deliberations.

**Strategic Plan / Policy Impact / Climate Impact**

The ERP Strategy and Roadmap support the goals outlined in “Focus Area 4: Service Delivery” of the Corporate Strategic Plan. The details are outlined in “Section 2” of the report.

**Recommendation**

It is therefore recommended that Council take the following action:

Resolved that the report of the Manager of Information Technology dated October 14, 2025, concerning the Enterprise Resource Planning Strategy and Roadmap be received as information.

Respectfully submitted,

Frank Coccimiglio

Manager of Information Technology

705.759.5303

[f.coccimiglio@cityssm.on.ca](mailto:f.coccimiglio@cityssm.on.ca)