

# BUDGET 2013 *Ottawa*



## Finance and Economic Development Committee

## Information Technology Sub-Committee

## Tax Supported Programs

Tabled October 24, 2012



# Information Technology Services (ITS) Department 2013 Budget Briefing Note

## Description

The Information Technology Services (ITS) department provides secure access to information for City staff and citizens, and ensures that the information technology that departments use every day to deliver City services is reliable, cost effective, and well managed. This is accomplished by providing technology solutions, automating manual business processes, and improving the management of information to make it accessible to City staff and citizens, while protecting privacy and fostering openness.

## Programs / Services Offered

### Infrastructure Services:

- network management (voice, data, & remote access)
- data management (storage & backup)
- security safeguards & engineering
- facility technology fit-ups
- investigations and audit support
- telecommunication services

### Workplace Essential Services:

- e-mail system management
- telephones, pagers, & smart phones
- service desk and end user support services
- information & document management
- hardware & software purchasing
- moves (phone, network & email account setup)
- printing, fax and scanning support
- mobility enablement
- computer training

### Application Services:

- enterprise and business specific system implementation integration, support and maintenance
- business intelligence tools, reporting & analytics
- business process mapping & reengineering
- software application lifecycle management
- project management

### Advisory Services:

- business technology planning
- enterprise architecture
- information management
- industry trends & market research
- security & risk assessment
- vendor & product assessment

# Information Technology Services (ITS) Department

## 2013 Budget Briefing Note

### Organizational Structure

- **Client Services Branch:** Primary contact for all departments to obtain information on IT services and products, service negotiations, technology priority setting, and issue resolution. Manages the IT project intake process. Provides client-facing information management services including records offices and electronic information management systems.
- **Software Solutions Branch:** Provides integration, development and support for corporate enterprise and business specific technology applications and solutions. Responsible for Internet and Intranet web support, database management, business intelligence and reporting capabilities. Ongoing operational support and maintenance of these applications.
- **Business Technology Architecture Branch:** Develop/define business technology strategies for key business areas across the organization. Establish, maintain, and evolve architecture models that support an enterprise view to deliver cost saving technology solutions. Perform industry benchmarking on ITS functions and expenditures. Provide research on emerging technologies and develop position papers for informed decision making.
- **Technology Infrastructure Branch:** Securely operates and maintains the City's computer, telephone, mobile infrastructure including key systems such as voicemail and e-mail. Supports, maintains and operates computer data centres, including server farms and data storage systems. Ensures buildings have connectivity and standard cabling and communications infrastructure.
- **Information, Security and Project Services Branch:** Develops, monitors and maintains Corporate and Departmental IM/IT policies. Reports, monitors and tracks IT project activities. Conducts IT project prioritization, performance measurements and industry benchmarking. Manages IT professional services contracts and related standing offers. Provides information and technology security, risk management and emergency planning services. Manages the City of Ottawa's OpenData program and related outreach.

# Information Technology Services (ITS) Department 2013 Budget Briefing Note

## Performance / Outcome Measures

Technology plays a key role in the delivery of services to the residents of Ottawa:

- **Enabling the Business:** At the end of 2011, 11,518 network accounts were active, giving City staff access to corporate and business specific technology tools to deliver municipal services. This represents a 3.8% increase in network access with an overall staff penetration level of 86% across the organization.
- **Staff Support:** As the technology user base increases at a consistent level year over year, ITS staffing levels remain essentially flat or at a declining position. ITS staff levels in 2012 reflected a slight increase of 0.3% with a projected reduction in 2013 of -0.5%.
- **Mobility:** The technologies deployed to staff are also realizing a major shift, which started in 2010 and continued in 2011. Laptops and mobile devices (smart phones & handheld devices) are the device of choice, representing a shift away from the traditional desktop computer.
- **Technology Investments:** In 2011, the City technology spend represented 1.96% of total City operating expense which is well under industry published numbers. For IT spend as a percent of operating expense, the Government sector average is 3.6% and overall North America, all industries comes in at 4.6% in 2011.
- **Technology Investment per Employee:** The City operating spend per full time employee (FTE) for 2011 is at \$4,994. Gartner, a leading technology research firm in their studies indicate the Government sector average at \$7,773 and overall North America, all industries at \$14,165.

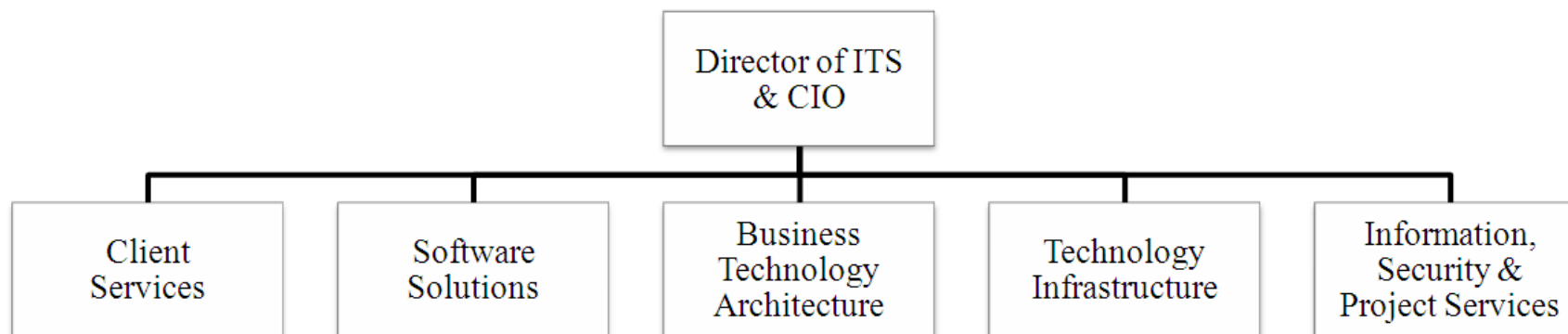
# Information Technology Services (ITS) Department 2013 Budget Briefing Note

## 2013 Budget Risks / Other Considerations

- Increased technology requirements from client departments seeking to leverage technology to find efficiencies in their operations, or address legislative and audit driven recommendations for technology solutions.
- As part of the budget process, the ITS department will be providing the IT Sub-Committee an update on the City of Ottawa Five-Year Technology Roadmap.
- The ITS department is actively working with the City's ServiceOttawa program that will introduce a number of large scale technology investments.

## Org Chart

### Information Technology Services



**City of Ottawa**  
**Information Technology Services - Operating Resource Requirement**  
**In Thousands (\$000)**

Operating Resource Requirement	2011	2012		2013	\$ Change Over
	Actual	Forecast	Budget	Estimate	2012 Budget
<b>Expenditures by Program</b>					
Director's Office	368	357	357	358	1
Technology Infrastructure	10,880	12,737	12,737	13,091	354
Client Services	10,727	11,277	11,277	11,715	438
Software Solutions	23,579	27,366	27,366	28,112	746
Information, Security & Project Services	2,503	2,851	2,851	2,883	32
Business Technology & Architecture	452	469	469	479	10
Service Ottawa	-	-	-	1,948	1,948
<b>Gross Expenditure</b>	<b>48,509</b>	<b>55,057</b>	<b>55,057</b>	<b>58,586</b>	<b>3,529</b>
Recoveries & Allocations	(4,827)	(6,501)	(6,501)	(6,505)	(4)
Revenue	(2)	-	-	-	-
<b>Net Requirement</b>	<b>43,680</b>	<b>48,556</b>	<b>48,556</b>	<b>52,081</b>	<b>3,525</b>
<b>Expenditures by Type</b>					
Salaries, Wages & Benefits	31,332	33,264	33,264	34,422	1,158
Overtime	385	376	376	376	-
Material & Services	16,760	20,241	20,241	20,664	423
Transfers/Grants/Financial Charges	(1)	-	-	-	-
Fleet Costs	1	-	-	-	-
Program Facility Costs	-	-	-	-	-
Other Internal Costs	32	1,176	1,176	1,176	-
Service Ottawa	-	-	-	1,948	1,948
<b>Gross Expenditures</b>	<b>48,509</b>	<b>55,057</b>	<b>55,057</b>	<b>58,586</b>	<b>3,529</b>
Recoveries & Allocations	(4,827)	(6,501)	(6,501)	(6,505)	(4)
<b>Net Expenditure</b>	<b>43,682</b>	<b>48,556</b>	<b>48,556</b>	<b>52,081</b>	<b>3,525</b>
<b>Revenues By Type</b>					
Federal	-	-	-	-	-
Provincial	-	-	-	-	-
Municipal	-	-	-	-	-
Own Funds	-	-	-	-	-
Fees and Services	(2)	-	-	-	-
Fines	-	-	-	-	-
Other	-	-	-	-	-
<b>Total Revenue</b>	<b>(2)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Requirement</b>	<b>43,680</b>	<b>48,556</b>	<b>48,556</b>	<b>52,081</b>	<b>3,525</b>
<b>Full Time Equivalent</b>			<b>354.00</b>	<b>352.25</b>	<b>(1.75)</b>

City of Ottawa

Information Technology Services - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2012 Baseline			2013 Adjustments						2013	\$ Change over '12 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	Service Ottawa	User Fees & Revenues	Estimate	
<b>Expenditures by Program</b>											
Director's Office	357	357	-	1	-	-	-	-	-	358	1
Technology Infrastructure	12,737	12,737	-	354	-	-	-	-	-	13,091	354
Client Services	11,277	11,277	-	438	-	-	-	-	-	11,715	438
Software Solutions	27,366	27,366	-	746	-	-	-	-	-	28,112	746
Information, Security & Project Services	2,851	2,851	(3)	35	-	-	-	-	-	2,883	32
Business Technology & Architecture	469	469	-	10	-	-	-	-	-	479	10
Service Ottawa	-	-	-	-	-	-	-	1,948	-	1,948	1,948
<b>Gross Expenditure</b>	<b>55,057</b>	<b>55,057</b>	<b>(3)</b>	<b>1,584</b>	-	-	-	<b>1,948</b>	-	<b>58,586</b>	<b>3,529</b>
Recoveries & Allocations	(6,501)	(6,501)	-	(4)	-	-	-	-	-	(6,505)	(4)
Revenue	-	-	-	-	-	-	-	-	-	-	-
<b>Net Requirement</b>	<b>48,556</b>	<b>48,556</b>	<b>(3)</b>	<b>1,580</b>	-	-	-	<b>1,948</b>	-	<b>52,081</b>	<b>3,525</b>
<b>Expenditures by Type</b>											
Salaries, Wages & Benefits	33,264	33,264	(3)	1,161	-	-	-	-	-	34,422	1,158
Overtime	376	376	-	-	-	-	-	-	-	376	-
Material & Services	20,241	20,241	-	423	-	-	-	-	-	20,664	423
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	1,176	1,176	-	-	-	-	-	-	-	1,176	-
Service Ottawa	-	-	-	-	-	-	-	1,948	-	1,948	1,948
<b>Gross Expenditures</b>	<b>55,057</b>	<b>55,057</b>	<b>(3)</b>	<b>1,584</b>	-	-	-	<b>1,948</b>	-	<b>58,586</b>	<b>3,529</b>
Recoveries & Allocations	(6,501)	(6,501)	-	(4)	-	-	-	-	-	(6,505)	(4)
<b>Net Expenditure</b>	<b>48,556</b>	<b>48,556</b>	<b>(3)</b>	<b>1,580</b>	-	-	-	<b>1,948</b>	-	<b>52,081</b>	<b>3,525</b>
<b>Percent of 2012 Net Expenditure Budget</b>			<b>0.0%</b>	<b>3.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.0%</b>	<b>0.0%</b>	<b>7.3%</b>	
<b>Revenues By Type</b>											
Federal	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	-	-	-	-	-	-	-	-	-	-	-
<b>Percent of 2012 Revenue Budget</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Net Requirement</b>	<b>48,556</b>	<b>48,556</b>	<b>(3)</b>	<b>1,580</b>	-	-	-	<b>1,948</b>	-	<b>52,081</b>	<b>3,525</b>
<b>Percent of 2012 Net Requirement Budget</b>			<b>0.0%</b>	<b>3.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.0%</b>	<b>0.0%</b>	<b>7.3%</b>	
<b>Full Time Equivalents (FTE's)</b>		354.00	-	-	-	-	-	(1.75)	-	<b>352.25</b>	<b>(1.75)</b>
<b>Percent of 2012 FTE's</b>			<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-0.5%</b>	<b>0.0%</b>	<b>-0.5%</b>	



**City of Ottawa**

**Information Technology Services - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2012 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
<b>Forecast vs. Budget Variance Explanation</b> No major variances to report.	-	-	-
<b>Total Surplus / (Deficit)</b>	-	-	-

2012 Baseline Adjustments / Explanations	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2012 Changes	
<b>Adjustments to Base Budget</b> Strategic Initiative Funding adjustment.	(3)	-	(3)	-
<b>Total Adjustments to Base Budget</b>	<b>(3)</b>	-	<b>(3)</b>	-

2013 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2013 Changes	
<b>Maintain Services</b> All programs include an adjustment for 2013 contract settlement, increments and benefits adjustments.	1,161	-	1,161	-
Maintenance contracts fees to support the installed network hardware and software technology infrastructure.	130	-	130	-
Maintenance contracts fees to support voice and data network communications infrastructure.	45	-	45	-
Parking Operations Inflationary Impact	(4)	-	(4)	-
Maintenance contracts fees for corporate software tools.	35	-	35	-
Maintenance contracts fees for SAP software licenses.	45	-	45	-
Maintenance contracts fees for Oracle and Cognos Business Intelligence tools.	33	-	33	-
Maintenance contracts license fees for Enterprise Asset Management (EAM) solution.	135	-	135	-
<b>Total Maintain Services</b>	<b>1,580</b>	-	<b>1,580</b>	-

**City of Ottawa**

**Information Technology Services - Operating Resource Requirement Explanatory Notes**

In Thousands (\$000)

2013 Pressure Category / Explanation	Increase / (Decrease)			
	Exp.	Rev.	Net 2013 Changes	FTE Impact
<b>Service Ottawa</b>				
Service Ottawa Program – Ongoing Support Costs - Annual software and hardware maintenance fees for break and fix and software enhancements, server storage costs for load balancing for ottawa.ca web applications, and ongoing support costs required to maintain the Citizen Service Management System, Case Management Software, Enterprise Service Bus, Mobility solutions and the Communication Channel Integration System.	2,128	-	2,128	-
Productivity Improvements related to Corporate Service Ottawa Initiatives.	(180)	-	(180)	(1.75)
<b>Total Service Ottawa</b>	<b>1,948</b>	<b>-</b>	<b>1,948</b>	<b>(1.75)</b>
<b>Total Budget Changes</b>	<b>3,525</b>	<b>-</b>	<b>3,525</b>	<b>(1.75)</b>

**City of Ottawa  
Information Technology Sub-Committee  
Capital Program Summary  
In Thousands (\$000)**

**2013 Draft Budget**

<b>Project Description</b>	<b>Tax Supported/ Dedicated Reserve</b>	<b>Debt</b>	<b>Grand Total</b>
<b>Information Technology</b>			
<b>Renewal of City Assets</b>			
906856 IT Information Management 2013	715	-	715
906857 IT Technology Infrastructure 2013	2,600	-	2,600
906858 IT Data Management Solutions 2013	963	-	963
906859 IT Computers, Laptops & Peripherals 2013	1,000	-	1,000
906860 IT Web Technology Platform 2013	520	-	520
906861 IT Information Security 2013	230	-	230
906862 IT SAP Enterprise System 2013	1,095	-	1,095
906863 IT GIS Enterprise System 2013	350	-	350
906864 IT Service Management 2013	300	-	300
906865 IT Mobile Workforce Sustainment 2013	150	-	150
906866 IT CSM Technology Platform	150	-	150
906867 IT Enterprise Asset Mgmt Tech. Platform	100	-	100
906868 IT CSM & SvcBus High Avail/DisasterRecov	1,380	-	1,380
906869 IT Windows Operating System Upgrade 2013	900	-	900
906870 IT Cost Saving Initiatives 2013	100	-	100
	<b>10,553</b>	<b>-</b>	<b>10,553</b>
<b>Strategic Initiatives</b>			
905732 SO-TECH RM (Roadmap)	910	-	910
	<b>910</b>	<b>-</b>	<b>910</b>
<b>Information Technology Total</b>	<b>11,463</b>	<b>-</b>	<b>11,463</b>
<b>Service Ottawa</b>			
<b>Strategic Initiatives</b>			
906575 SO-Corporate Initiatives	7,051	4,035	11,086
	<b>7,051</b>	<b>4,035</b>	<b>11,086</b>
<b>Service Ottawa Total</b>	<b>7,051</b>	<b>4,035</b>	<b>11,086</b>
<b>Grand Total</b>	<b>18,514</b>	<b>4,035</b>	<b>22,549</b>

**City of Ottawa**  
**Finance & Economic Development Committee**  
**Capital Program**  
 In Thousands (\$000)

**2013 Draft Budget**

<b>Service Area: Information Technology</b>							
<b>Category</b>	<b>2013 Capital Budget</b>	<b>Revenues</b>	<b>Tax Supported/ Dedicated Reserves</b>	<b>Gas Tax</b>	<b>Rate Supported Reserves</b>	<b>Development Charges</b>	<b>Debt</b>
Renewal of City Assets	<b>10,553</b>	-	10,553	-	-	-	-
Growth	-	-	-	-	-	-	-
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	<b>910</b>	-	910	-	-	-	-
<b>Total</b>	<b>11,463</b>	-	<b>11,463</b>	-	-	-	-

Project Information		Financial Details			
<b>906856 IT Information Management 2013</b>					
Dept: Information Technology Service	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2016		
<p>The purpose of this sustainment program is to support the corporate Business Information Management System (BIMS), which manages corporate electronic records. In 2013, the paper-based Records Management System (RMS) will be consolidated into the BIMS solution, creating a centralized repository for both paper and electronic records. As part of the overall goal of moving away from paper records, the scanning strategy will focus on converting paper-based records to digital versions within three key business areas.</p>	<b>2013 Request</b>	<b>715</b>	Unspent Previous Authority		106
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	715	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	Authority	715	275	275	250
	Spending Plan	821	275	275	250
	FTE's	-	-	-	-
	Operating Impact	10	10	10	10
	<b>906857 IT Technology Infrastructure 2013</b>				
Dept: Information Technology Service	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2016		
<p>This program funds the lifecycle replacement and growth of the City's computer network and telecommunications infrastructure. The network is comprised of specialized hardware, storage and software, which is used to securely store and transport voice and data traffic for City systems such as the City's telephone network, enterprise resource planning platform (SAP), geographic information system (GIS), recreation program registration system (CLASS), e-mail, security video cameras, Internet access and web applications. Each year investments must be made to replace aging infrastructure to ensure continuous vendor support and availability of security patches, and upgrade network capacity to accommodate increasing use of technology in City operations. In 2013, major funding elements will go towards end-of-life equipment replacements (e.g. servers, voice/data switches), storage capacity improvements, upgrades to the corporate WiFi solution and network management solutions.</p>	<b>2013 Request</b>	<b>2,600</b>	Unspent Previous Authority		46
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	2,600	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	Authority	2,600	2,315	2,495	2,650
	Spending Plan	2,646	2,315	2,495	2,650
	FTE's	-	-	-	-
	Operating Impact	25	40	15	10

Project Information		Financial Details			
<b>906858 IT Data Management Solutions 2013</b>					
Dept: Information Technology Service		Category: Renewal of City Assets		Ward: CW	
		Year of Completion: 2016			
<p>This program funds the technology platform to sustain and manage unstructured data in the City through the electronic information management system (BIMS), as well as to sustain structured data through business intelligence and database management administration solutions. The City has invested in the Oracle Content Management enterprise application suite to provide Enterprise Content Management (ECM) capability. This budget will continue to fund appropriate lifecycle replacements and growth requirements of the ECM hardware and software, as well as professional and technical support services needed to sustain the City's ECM system to ensure the reliability, availability, and security of the City's records and information. The City has invested in the Cognos suite of Business Intelligence tools for analytical reporting. Database Management Administration supports the Oracle, SQL Server and MySQL databases for the core applications that support service delivery.</p>	<b>2013 Request</b>	<b>963</b>	Unspent Previous Authority		13
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	963	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	Authority	963	845	855	800
	Spending Plan	976	845	855	800
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-
	<b>906859 IT Computers, Laptops &amp; Peripherals 2013</b>				
Dept: Information Technology Service		Category: Renewal of City Assets		Ward: CW	
		Year of Completion: 2016			
<p>This program funds the lifecycle upgrades and replacements of the City's computers, laptops and peripherals. The City of Ottawa owns more than 8,000 computers and laptops installed in over 250 buildings ranging from major recreational complexes, and administrative locations to libraries, fire stations and arenas. These funds will allow the replacement of over 1,250 end-of-life technology assets (laptops, computers and monitors). The deferral of lifecycle investments increases resource effort to support and maintain equipment and software, increases complexity of the desktop hardware/software environment, constrains the ability to upgrade hardware to current operating system environments, and increases the risk of data loss through incompatibility between current and older, unsupported versions of software.</p>	<b>2013 Request</b>	<b>1,000</b>	Unspent Previous Authority		1,194
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	1,000	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	Authority	1,000	845	1,700	1,700
	Spending Plan	2,194	845	1,700	1,700
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-

Project Information		Financial Details			
<b>906860 IT Web Technology Platform 2013</b>					
Dept: Information Technology Service	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2016		
<p>This sustainment program supports eServices applications such as restaurant inspections, development application search, spotlight, and parking ticket payment, as well as the employee Intranet portal, "Ozone". The City of Ottawa delivers municipal services to residents and businesses using a number of delivery channels (in-person, phone, e-mail, and web) in alignment with the Council strategic directive to continually improve the way services are delivered in a cost effective manner. The budget also provides the sustainment funds required for the City's Service Oriented tool suite, including the enterprise service bus through which critical service applications communicate and exchange information. The service bus ensures that the resident is kept informed throughout the various stages of a service request. This budget will fund the lifecycle replacements of hardware and software tools, as well as professional support services and new technologies needed to develop and deploy e-services applications in accordance with City strategy.</p>	<b>2013 Request</b>	<b>520</b>	Unspent Previous Authority (25)		
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	520	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	Authority	520	670	680	520
	Spending Plan	520	670	680	520
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-
	<b>906861 IT Information Security 2013</b>				
Dept: Information Technology Service	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2016		
<p>This project supports the process of positioning the IM/IT Security function at the City of Ottawa from a more reactive focused organization into one that is integrated with the City's overall business risk management framework and linked to the City's strategic objectives. The City's technology and information environment is at continuous and growing risk from external threats, such as hackers, computer viruses and worms, denial of service (DOS) attacks, unsolicited emails, and malicious spyware. This budget will fund the continued integration of the corporate risk framework with industry recognized business risk measures, and transitioning the information security and technology security unit to this new model. In 2013-2015, the focus will be on completing this transition, and initiating new risk-focused initiatives with business units.</p>	<b>2013 Request</b>	<b>230</b>	Unspent Previous Authority (3)		
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	230	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	Authority	230	285	525	200
	Spending Plan	230	285	525	200
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-

Project Information		Financial Details			
<b>906862 IT SAP Enterprise System 2013</b>					
Dept: Information Technology Service	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2016		
<p>This sustainment program supports the City's enterprise resource planning platform (SAP) used to manage an extensive range of core business processes including financials, material management, procurement, real estate management, plant maintenance, as well as human resources and payroll. This platform enables common data and business processes to be shared, to increase efficiency, and it improves decision making by providing "total picture" information. Funds will be used to replace aging hardware, contracting professional services required to support and maintain HR payroll to ensure city complies with terms and conditions set-out in collective agreement negotiations, and contracting professional services for minor enhancements and application development activities required to support and configure SAP functionality to meet the changing business processes and requirements of the City.</p>	<b>2013 Request</b>	<b>1,095</b>	Unspent Previous Authority		1,354
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	1,095	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	Authority	1,095	1,740	1,800	2,200
	Spending Plan	2,449	1,740	1,800	2,200
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-
	<b>906863 IT GIS Enterprise System 2013</b>				
Dept: Information Technology Service	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2016		
<p>This sustainment program supports the enterprise Geographic Information Systems (GIS) applications used by over 3,000 staff across all City departments to collect and share information with the public and across the organization. It supports web services to the public including development applications, zoning, and building permits on ottawa.ca. Additional applications include: 3-1-1 contact centre, building permits and inspections, inquiry tracking, election support, bylaw services, permitting &amp; licensing, property, roads &amp; traffic information and public health information line support. In 2013, the focus will be on stabilizing and balancing the new Enterprise GIS technology that replaced VISION* (GIS Services for MAP), and Mapguide (eMAP).</p>	<b>2013 Request</b>	<b>350</b>	Unspent Previous Authority		352
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	350	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	Authority	350	280	300	400
	Spending Plan	702	280	300	400
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-



Project Information		Financial Details			
<b>906864 IT Service Management 2013</b>					
Dept: Information Technology Service		Category: Renewal of City Assets		Ward: CW	
		Year of Completion: 2016			
<p>The IT Service Management project involves improving the efficiency and effectiveness of IT services and processes, through adoption of industry best practices and tools, and specifically the Information Technology Infrastructure Library (ITIL) framework. ITS annually manages over \$50 million of operating and capital expenditure directed towards the provision and support of core IT services such as voice and data communications, enterprise solutions, business specific systems, information security, and major IT-enabled change projects. This program will fund the development and deployment of IT Change Management and IT Service Catalogue.</p>	<b>2013 Request</b>	<b>300</b>	Unspent Previous Authority		
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	300	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	Authority	300	185	250	100
	Spending Plan	346	185	250	100
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-
	<b>906865 IT Mobile Workforce Sustainment 2013</b>				
Dept: Information Technology Service		Category: Renewal of City Assets		Ward: CW	
		Year of Completion: 2016			
<p>This sustainment program supports the City' Service Ottawa mobile workforce deployment. Mobile devices has been deployed across the organization to improve service delivery to the public, gain efficiencies, mobilize field workers and prepare for the traffic disruptions caused by construction initiatives related to Ottawa on the Move and Light Rail Transit. These funds will be used to enable and support the mobile workforce by providing the necessary training to leverage the technology capabilities and adhere to legislation such as the Accessibility for Ontarians with Disabilities Act.</p>	<b>2013 Request</b>	<b>150</b>	Unspent Previous Authority		
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	150	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	Authority	150	75	-	-
	Spending Plan	150	75	-	-
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-

Project Information		Financial Details			
<b>906866 IT CSM Technology Platform</b>					
Dept: Information Technology Service	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2016		
<p>This sustainment program supports the new Citizen Service Management (CSM) system and related technology. The inclusion of addition of business lines and service requests in the CSM system will require expenditures for both hardware and professional services to ensure the system remains stable and performance is maintained. The CSM system is central to the City's Service Ottawa program and is an enterprise technology which is leveraged to ensure a consistent and positive service experience for all residents of Ottawa in access municipal services.</p>	<b>2013 Request</b>	<b>150</b>	Unspent Previous Authority		-
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	150	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	Authority	150	-	-	250
	Spending Plan	150	-	-	250
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-
	<b>906867 IT Enterprise Asset Mgmt Tech. Platform</b>				
Dept: Information Technology Service	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2016		
<p>This sustainment program supports the Enterprise Asset Management (EAM) solution, the replacement to the maintenance management system for Water and Waste Water Services. The EAM solution has maintenance management capabilities to handle other City asset classes such as Structures and Solid Waste, which will be leveraged in the coming years. This EAM solution introduced a number of new technology stacks to the City's technology landscape. To support this solution, this funding is required to leverage this technology investment, properly lifecycle both the hardware and software needed to maintain the applications and expand the types of assets that are managed through this system.</p>	<b>2013 Request</b>	<b>100</b>	Unspent Previous Authority		-
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	100	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	Authority	100	330	100	350
	Spending Plan	100	330	100	350
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-

Project Information		Financial Details				
<b>906868 IT CSM &amp; SvcBus High Avail/DisasterRecov</b>						
Dept: Information Technology Service		Category: Renewal of City Assets		Ward: CW		
		Year of Completion: 2016				
<p>This sustainment program supports the City's Client Service Management (CSM) system that is central to the Service Ottawa program that ensures a consistent and positive service experience for all citizens of Ottawa. These funds are required to ensure high availability of these online web-based services to prevent interruptions to the citizen's ability to log service requests through the Service Ottawa portal on ottawa.ca or the 3-1-1 Call Centre.</p>	<b>2013 Request</b>		<b>1,380</b>		Unspent Previous Authority	-
	Revenues	-	Rate Supported		-	-
	Tax Supported/ Dedicated	1,380	Development Charges		-	-
	Gas Tax	-	Debt		-	-
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	
	Authority	1,380	515	450	250	
	Spending Plan	1,380	515	450	250	
	FTE's	-	-	-	-	
	Operating Impact	-	-	-	-	
	<b>906869 IT Windows Operating System Upgrade 2013</b>					
Dept: Information Technology Service		Category: Renewal of City Assets		Ward: CW		
		Year of Completion: 2016				
<p>This sustainment program supports the migration to Windows 7 including the hardware and software requirements. In 2012, the base operating system image was designed and tested. In 2013, these funds will be used for the deployment of the new operating system across the corporation. All City of Ottawa computers and laptops are currently running Windows XP, Service Pack 3 operating system. The end of the extended support for Windows XP is April 2014, which means there will be no security patches or hardware / application support available after this date.</p>	<b>2013 Request</b>		<b>900</b>		Unspent Previous Authority	-
	Revenues	-	Rate Supported		-	-
	Tax Supported/ Dedicated	900	Development Charges		-	-
	Gas Tax	-	Debt		-	-
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	
	Authority	900	260	200	-	
	Spending Plan	900	260	200	-	
	FTE's	-	-	-	-	
	Operating Impact	-	-	-	-	

Project Information		Financial Details			
<b>906870 IT Cost Saving Initiatives 2013</b>					
Dept: Information Technology Service	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2016		
<p>The Information Technology Services (ITS) department is dedicated to providing secure access to information for City staff and citizens, and ensuring that the technology that departments use to deliver municipal services is reliable, cost effective and well managed. The ITS department is continuously looking at ways to improve and optimize the services and solutions we provide in a more cost effective manner. These funds will be used to implement cost saving technology initiatives for the City.</p>	<b>2013 Request</b>	<b>100</b>	Unspent Previous Authority		-
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	100	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	Authority	100	86	140	100
	Spending Plan	100	86	140	100
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-
	<b>905732 SO-TECH RM (Roadmap)</b>				
Dept: Information Technology Service	Category: Strategic Initiatives	Ward: CW	Year of Completion: 2015		
<p>The 5-Year Technology Roadmap recommends key strategic investments and building blocks that position the organization to respond to business needs and citizen expectations. Investment is required in 3 key areas, including specific technology required to enable key Service Ottawa initiatives, technology designed to achieve internal efficiencies of the IT environment and support the day-to-day business of the City (IT Operations), and reduce the risk of service interruption by modernizing an aging infrastructure (Renewal). In 2013, specific initiatives funded from this account include: ongoing work on desktop software consolidation, enterprise portfolio management, device management strategy, and enterprise architecture.</p>	<b>2013 Request</b>	<b>910</b>	Unspent Previous Authority		1,279
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	910	Development Charges		-
	Gas Tax	-	Debt		-
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	Authority	910	450	-	-
	Spending Plan	2,189	450	-	-
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-

**City of Ottawa**  
**Finance & Economic Development Committee**  
**Capital Program**  
 In Thousands (\$000)

**2013 Draft Budget**

Service Area: Service Ottawa							
Category	2013 Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Gas Tax	Rate Supported Reserves	Development Charges	Debt
Renewal of City Assets	-	-	-	-	-	-	-
Growth	-	-	-	-	-	-	-
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	<b>11,086</b>	-	7,051	-	-	-	4,035
<b>Total</b>	<b>11,086</b>	-	<b>7,051</b>	-	-	-	<b>4,035</b>

Project Information		Financial Details			
<b>906575 SO-Corporate Initiatives</b>					
Dept: Service Ottawa	Category: Strategic Initiatives	Ward: CW	Year of Completion: 2015		
<p>The 2013 Service Ottawa Program will: leverage client benefits by expanding the functionality of core technology investments to create client experience improvements across the three main channels of delivery: phone, digital (mobile/web), and in-person; will expand the number of services residents can complete online, like business and pet licensing and permits (including parking), a “one common payment” process, and a personalized web experience through “My Account” for residents and businesses; increase the accessibility of open data sets for the creation of mobile apps and create a mobile friendly web platform; further consolidate City phone contacts into 3-1-1; enhance the number and quality of services provided through 3-1-1; integrate channels by routing 3-1-1 calls to counter agents during peak volumes; reduce overall cost of counter services through migration of in-person services to online services; re-engineer manual administrative processing; determine the optimal location and type of services provided in the client service centres; continue to develop a “closed loop” service experience for residents through the integration of the CSM to backend systems, invest in business intelligence, and mobile device deployment. The entire closed loop service experience across all three channels will be piloted, and a service transformation for older adults and a business start-up will be completed. These prototypes will be expanded in 2014 to additional client segments.</p>	<b>2013 Request</b>	<b>11,086</b>	Unspent Previous Authority		12,501
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	7,051	Development Charges		-
	Gas Tax	-	Debt		4,035
	<b>Forecast</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
	Authority	11,086	9,674	-	-
	Spending Plan	23,587	9,674	-	-
	FTE's	-	-	-	-
	Operating Impact	(4,223)	(3,554)	-	-

**City of Ottawa  
Information Technology Sub-Committee  
Capital Program Forecast  
In Thousands (\$000)**

**2013 Draft Budget**

Project Description	2013	2014	2015	2016	Total
<b>Information Technology</b>					
<b>Renewal of City Assets</b>					
903690 IT Business Systems: Renewal Program	-	1,448	1,495	1,800	4,743
906017 IT EnterpriseSys:IT PerformanceMgmt	-	60	65	71	196
906020 IT Business Systems: Marval	-	75	80	80	235
906369 IT Business Systems: CLASS	-	170	80	80	330
906547 IT eAgenda Technology Platform 2013	-	95	100	80	275
906856 IT Information Management 2013	715	275	275	250	1,515
906857 IT Technology Infrastructure 2013	2,600	2,315	2,495	2,650	10,060
906858 IT Data Management Solutions 2013	963	845	855	800	3,463
906859 IT Computers, Laptops & Peripherals 2013	1,000	845	1,700	1,700	5,245
906860 IT Web Technology Platform 2013	520	670	680	520	2,390
906861 IT Information Security 2013	230	285	525	200	1,240
906862 IT SAP Enterprise System 2013	1,095	1,740	1,800	2,200	6,835
906863 IT GIS Enterprise System 2013	350	280	300	400	1,330
906864 IT Service Management 2013	300	185	250	100	835
906865 IT Mobile Workforce Sustainment 2013	150	75	-	-	225
906866 IT CSM Technology Platform	150	-	-	250	400
906867 IT Enterprise Asset Mgmt Tech. Platform	100	330	100	350	880
906868 IT CSM & SvcBus High Avail/DisasterRecov	1,380	515	450	250	2,595
906869 IT Windows Operating System Upgrade 2013	900	260	200	-	1,360
906870 IT Cost Saving Initiatives 2013	100	86	140	100	426
907006 IT ePal Sustainment 2013	-	-	200	250	450
	<b>10,553</b>	<b>10,554</b>	<b>11,790</b>	<b>12,131</b>	<b>45,028</b>
<b>Strategic Initiatives</b>					
905732 SO-TECH RM (Roadmap)	910	450	-	-	1,360
	<b>910</b>	<b>450</b>	<b>-</b>	<b>-</b>	<b>1,360</b>
<b>Information Technology Total</b>	<b>11,463</b>	<b>11,004</b>	<b>11,790</b>	<b>12,131</b>	<b>46,388</b>
<b>Service Ottawa</b>					
<b>Strategic Initiatives</b>					
906575 SO-Corporate Initiatives	11,086	9,674	-	-	20,760
	<b>11,086</b>	<b>9,674</b>	<b>-</b>	<b>-</b>	<b>20,760</b>
<b>Service Ottawa Total</b>	<b>11,086</b>	<b>9,674</b>	<b>-</b>	<b>-</b>	<b>20,760</b>
<b>Grand Total</b>	<b>22,549</b>	<b>20,678</b>	<b>11,790</b>	<b>12,131</b>	<b>67,148</b>

**City of Ottawa**  
**Information Technology Sub-Committee**  
**Capital Works-in-Progress (at September 24th, 2012)**  
**In Thousands (\$000)**

Project Description by Service Area	Total Authority	Actual Expenditures (as at Sep 24 2012)	Total Commitments	Unspent/Uncommitted Balance
<b>Information Technology</b>				
<b>Renewal of City Assets</b>				
901052 IT OPL Telephone System Lifecycle-2005	700	175	500	25
903336 IT Technology Infrastructure 2012	2,640	153	2,477	10
903561 IT Lifecycle Renew Bus App 2 2009	850	819	119	89
903690 IT Business Systems: Renewal Program2012	990	-	-	990
904184 IT Lifecycle Renew Bus App 2010	1,210	524	600	86
904555 IT Lifecycle Renew Telecom Systems 2008	1,190	1,179	89	78
904605 IT Server Virtualization 2010	1,000	363	526	111
904922 IT Lifecycle RenewTelecom Sys 2009	1,540	370	1,112	58
904926 IT Sustain Elect Info Tech 2 2009	370	340	31	1
904928 IT Elec Records & Info 2009	460	469	-	9
904930 IT Sustain SAP Tech 2009	1,730	1,621	103	6
904931 IT Sustain GIS Tech 2009	650	637	13	0
905023 IT Lifecycle Renew Network Inf 2010	1,975	1,947	12	15
905680 IT Sustain Electronic Info Tech 2010	840	599	244	3
905685 IT Lifecycle Renew Comp/Periph 2010	4,100	4,001	102	3
905686 IT Sustain Database & Bus Intell 2010	305	301	3	0
905687 IT Sustain Web Based Svs Tech 2010	580	517	45	19
905689 IT Security & Business Continuity 2010	370	354	16	0
905690 IT Sustain SAP Technology 2010	1,710	1,666	19	24
905691 IT Sustain GIS Technology 2010	460	423	50	12
905709 IT Performance Measurement (TCO) 2010	100	-	-	100
905720 IT Strategic Plan Refresh 2010	120	41	-	79
905989 IT Business Systems:Renewal Program 2011	2,500	485	15	2,000
906007 IT Enterprise Systems: Info Mgmt 2011	625	39	530	56
906008 IT Network Infrastructure 2011	2,400	1,893	471	36
906009 IT Enterprise Systems: Content Mgmt 2011	340	77	253	10
906010 IT DesktopComputer,Laptop&Peripheral2011	2,390	1,245	115	1,030
906011 IT EnterpriseSystem:Database Mgt&BI 2011	340	84	309	53
906012 IT Enterprise Systems: Web Services 2011	340	126	259	45
906013 IT Enterprise Systems:Sec Services 2011	470	303	167	0
906014 IT Enterprise Systems: SAP 2011	2,020	903	1,063	54
906015 IT Enterprise Systems: GIS 2011	260	177	58	25
906016 IT Enterprise Systems: IT Svc Mgmt 2011	345	301	38	6



**City of Ottawa**  
**Information Technology Sub-Committee**  
**Capital Works-in-Progress (at September 24th, 2012)**  
**In Thousands (\$000)**

Project Description by Service Area	Total Authority	Actual Expenditures (as at Sep 24 2012)	Total Commitments	Unspent/Uncommitted Balance
906017 IT EnterpriseSys:IT PerformanceMgmt 2012	60	20	31	9
906018 IT Network Email Anti-Spam Firewall 2011	475	90	410	- 25
906019 IT Business Systems: Class 2011	95	71	-	24
906020 IT Business Systems: Marval 2012	95	-	-	95
906360 IT Enterprise Sys: Information Mgmt 2012	400	-	350	50
906361 IT Enterprise Systems: Content Mgmt 2012	475	-	473	3
906362 IT Desktop Computers,Laptops&Periph 2012	2,700	1,025	1,508	168
906363 IT Enterprise Sys:Database Mgmt&BI 2012	420	-	421	- 1
906364 IT Enterprise Systems: Web Service 2012	420	4	415	1
906365 IT Enterprise Systems: Security Svc 2012	200	3	200	- 3
906366 IT Enterprise Systems: SAP 2012	1,270	-	-	1,270
906367 IT Enterprise Systems: GIS 2012	420	58	23	339
906368 IT Enterprise Systems: IT Svc Mgmt 2012	100	61	-	39
906369 IT Business Systems: CLASS 2012	80	-	-	80
906370 IT Internet Filter Lifecycle 2012	375	-	375	-
906371 IT SOA Infrastructure 2012	790	581	244	- 34
	<b>44,295</b>	<b>24,045</b>	<b>13,788</b>	<b>6,462</b>
<b>Strategic Initiatives</b>				
905022 ITEG eGovt	440	77	67	296
905378 ITEG Integrated Infrastructure Mgmt Sys	4,520	801	2,026	1,693
905695 IT eGovernment Technology	250	203	18	29
905717 SO-Mobile Workforce Solutions	3,149	3,097	62	- 10
905732 SO-TECH RM (Roadmap)	3,480	1,550	652	1,279
906549 IT Open Data	150	-	-	150
	<b>11,989</b>	<b>5,728</b>	<b>2,824</b>	<b>3,437</b>
<b>Information Technology Total</b>	<b>56,284</b>	<b>29,773</b>	<b>16,612</b>	<b>9,898</b>
<b>Service Ottawa</b>				
<b>Strategic Initiatives</b>				
906575 SO-Corporate Initiatives	18,454	2,912	3,042	12,501
	<b>18,454</b>	<b>2,912</b>	<b>3,042</b>	<b>12,501</b>
<b>Service Ottawa Total</b>	<b>18,454</b>	<b>2,912</b>	<b>3,042</b>	<b>12,501</b>
<b>Grand Total</b>	<b>74,738</b>	<b>32,685</b>	<b>19,654</b>	<b>22,399</b>