BUDGET 2012 *Ottawa*

Finance and Economic Development Committee

Information Technology Sub-Committee

Tax Supported Program

Tabled October 26, 2011

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Information Technology Services Sub-Committee

Supplemental Information

Information Technology Services (ITS) Department
2012 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:
- Data Storage and backup management;
- Event monitoring and notification of service interruptions;
- Facility fit-ups;
- Investigations and Audits;
- Messaging services;
- Security Engineering;
- Telecommunication services;
- Voice/Data Network Management.

Workplace Essential Services:
- Electronic and physical document management;
- Equipment Lifecycle renewal;
- Hardware, Software and Telecom Equipment Purchasing;
- Moves, Type A/B/C;
- Off-site/remote access;
- Printing, fax and scanning support;
- Telephones, pagers, cell phones/blackberry;
- Training;
- End User Support;
- Voice/data network/e-mail accounts Management.

Application Services:
- Application Implementation;
- Development & Integration;
- Business Intelligence tools, Reporting and Analytics;
- Business Process Mapping and Reengineering;
- Enterprise Business Systems;
- Lifecycle Management;
- Project Management;
- Support & Maintenance;
- Training.

Advisory Services:
- Technology Business Planning;
- Technology Architecture Planning & Roadmap;
- Information Management;
- Market Research;
- Security & Risk Assessment;
- Technology Advice/Industry Trends;
- Vendor/Product Assessment.

Information Technology Services (ITS) Department
2012 Budget Briefing Note

Organizational Structure

- **Client Services Branch**: Provides 'single point of contact' for the resolution of IT service requests via the IT Corporate Service Desk. 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 records management systems (BIMS).

- **Enterprise Solutions Branch:** Provides third-party corporate applications integration and support in areas such as Geographic Information Systems (MAP/GIS), SAP, electronic document management, business intelligence/data warehousing. Develops in-house corporate applications as well as integration, support, maintenance, training, change management and database management. Supports and administers the Ottawa.ca and Ozone websites.

- **Business Solutions Branch**: Provides third-party application integration and support for departmental applications such as the CLASS Recreation system, Integrated Library System and ACT. Develops in-house departmental applications as well as integration, support, maintenance, training, change management and database management. Manages the Application Renewal Program, which addresses replacement of end-of-life applications and implementation of new architecture environment. Provides application integration, support and maintenance for two-way radio networks and extensive security systems for Transit services (OC Transpo) as well as maintains automated transit station systems.

- **Business Technology Architecture Branch:** Develop/define business technology strategies for key business areas. Establish, maintain, and evolve architecture "reference models" that support the enterprise model. Perform industry benchmarking on ITS functions and expenditures. Provide research on emerging technologies and develop position papers for informed decision making.

Information Technology Services (ITS) Department
2012 Budget Briefing Note

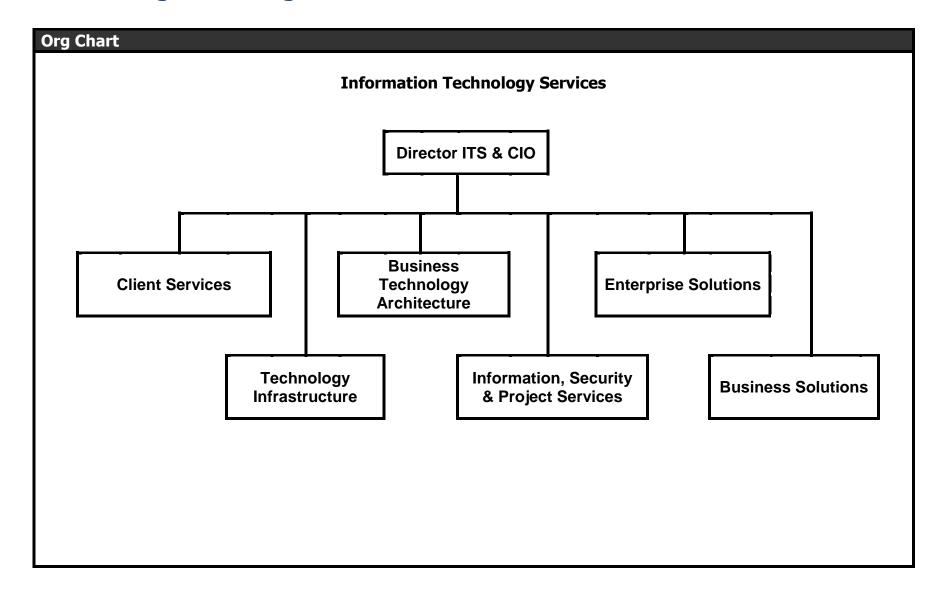## Organizational Structure

- **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 Total Cost of Ownership (TCO) industry benchmarking. Manages IT professional services contracts and related standing offers. Provides information and technology security, risk management and emergency planning services.

- **Technology Infrastructure Branch:** Securely operates and maintains the City's computer, telephone, cell phones, voicemail and email systems. Supports, maintains and operates computer data centres. Ensures buildings have connectivity and standard cabling and communications infrastructure.

Performance / Outcome Measures

- Total Cost of Ownership (TCO), an industry standard efficiency measure, reflects a 10.8% increase in 2010 ($3,682 per user) for the cost of infrastructure and application maintenance and support for the City network user base. This level remains below the industry spending rates for provincial / municipal governments, which was averaging at $7,002 per user (source: Computer Economics). The Ottawa increase is reflective of significant hardware and software investments (21.8% increase) and increasing technical services investments to support the infrastructure. The 26.9% of the total investments in hardware software remains below the industry averages 37% (Source: Gartner Key Industry Measures).

- During the same period, from 2009 to 2010, the annual growth rate of the City's IT infrastructure and number of computer users was 3%. This increase in user base was also matched with a 1.1% increase in servers, a 37% increase in laptop devices with desktop device position relatively unchanged.

- As a percent of the total city budget, total annual IT operating expenditure remained steady from 2007 through to 2010 at 1.7% (2006 was at 2%). Provincial / municipal government average for 2009 and 2010 is at the 3.2% level (source: Gartner).

Information Technology Services (ITS) Department
2012 Budget Briefing Note

2011 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 participating in the City's Service Ottawa program that will introduce a number of large scale technology investments.

Information Technology Services (ITS) Department
2012 Budget Briefing Note

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

Operating Resource Requirement	2010	2011		2012	$ Change Over
	Actual	Forecast	Budget	Estimate	2011 Budget
Expenditures by Program					
Director's Office	334	347	347	353	6
Technology Infrastructure	10,469	10,773	10,930	11,903	973
Client Services	9,522	10,565	10,305	10,734	429
Business Solutions	8,765	9,069	9,535	9,850	315
Enterprise Solutions	14,006	14,511	15,093	15,541	448
Information, Security & Project Services	2,353	2,411	2,671	2,842	171
Business Technology & Architecture	446	455	468	471	3
Service Ottawa	-	-	-	2,063	2,063
Gross Expenditure	**45,895**	**48,131**	**49,349**	**53,757**	4,408
Recoveries & Allocations	(5,352)	(4,657)	(4,975)	(5,017)	(42)
Revenue	(5)	(6)	(6)	(6)	-
Net Requirement	**40,538**	**43,468**	**44,368**	**48,734**	**4,366**
Expenditures by Type					
Salaries, Wages & Benefits	30,302	31,569	32,059	33,239	1,180
Overtime	270	304	376	376	-
Material & Services	15,255	16,232	16,862	18,027	1,165
Transfers/Grants/Financial Charges	50	-	-	-	-
Fleet Costs	-	-	-	-	-
Program Facility Costs	-	-	-	-	-
Other Internal Costs	18	26	52	52	-
Service Ottawa	-	-	-	2,063	2,063
Gross Expenditures	**45,895**	**48,131**	**49,349**	**53,757**	4,408
Recoveries & Allocations	(5,352)	(4,657)	(4,975)	(5,017)	(42)
Net Expenditure	**40,543**	**43,474**	**44,374**	**48,740**	4,366
Revenues By Type					
Federal	-	-	-	-	-
Provincial	-	-	-	-	-
Municipal	-	-	-	-	-
Own Funds	-	-	-	-	-
Fees and Services	(5)	(6)	(6)	(6)	-
Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenue	**(5)**	**(6)**	**(6)**	**(6)**	**-**
Net Requirement	**40,538**	**43,468**	**44,368**	**48,734**	**4,366**
Full Time Equivalents			354.00	354.00	**-**

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

Operating Resource Requirement Analysis	2011 Baseline			2012 Adjustments						2012	$ Change Over '11 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	Council Priorities	Service Ottawa	User Fees & Revenues	Estimate	
Expenditures by Program											
Director's Office	347	347	-	6	-	-	-	-	-	353	6
Technology Infrastructure	10,773	10,930	-	973	-	-	-	-	-	11,903	973
Client Services	10,565	10,305	-	369	-	60	-	-	-	10,734	429
Business Solutions	9,069	9,535	-	315	-	-	-	-	-	9,850	315
Enterprise Solutions	14,511	15,093	-	448	-	-	-	-	-	15,541	448
Information, Security & Project Services	2,411	2,671	-	81	-	-	90	-	-	2,842	171
Business Technology & Architecture	455	468	-	3	-	-	-	-	-	471	3
Service Ottawa	-	-	-	-	-	-	-	2,063	-	2,063	2,063
Gross Expenditure	**48,131**	**49,349**	**-**	**2,195**	**-**	**60**	**90**	**2,063**	**-**	**53,757**	**4,408**
Recoveries & Allocations	(4,657)	(4,975)	-	(42)	-	-	-	-	-	(5,017)	(42)
Revenue	(6)	(6)	-	-	-	-	-	-	-	(6)	-
Net Requirement	**43,468**	**44,368**	**-**	**2,153**	**-**	**60**	**90**	**2,063**	**-**	**48,734**	**4,366**
Expenditures by Type											
Salaries, Wages & Benefits	31,569	32,059	-	1,090	-	-	90	-	-	33,239	1,180
Overtime	304	376	-	-	-	-	-	-	-	376	-
Material & Services	16,232	16,862	-	1,105	-	60	-	-	-	18,027	1,165
Transfers/Grants/Financial Charges	-	-	-	-	-	-	-	-	-	-	-
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	26	52	-	-	-	-	-	-	-	52	-
Service Ottawa	-	-	-	-	-	-	-	2,063	-	2,063	2,063
Gross Expenditures	**48,131**	**49,349**	**-**	**2,195**	**-**	**60**	**90**	**2,063**	**-**	**53,757**	**4,408**
Recoveries & Allocations	(4,657)	(4,975)	-	(42)	-	-	-	-	-	(5,017)	(42)
Net Expenditure	**43,474**	**44,374**	**-**	**2,153**	**-**	**60**	**90**	**2,063**	**-**	**48,740**	**4,366**
Percent of 2011 Net Expenditure Budget			0.0%	4.9%	0.0%	0.1%	0.2%	4.6%	0.0%	9.8%	
Revenues By Type											
Federal	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	(6)	(6)	-	-	-	-	-	-	-	(6)	-
Fines	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	**(6)**	**(6)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(6)**	**-**
Percent of 2011 Revenue Budget			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Net Requirement	**43,468**	**44,368**	**-**	**2,153**	**-**	**60**	**90**	**2,063**	**-**	**48,734**	**4,366**
Percent of 2011 Net Requirement Budget			0.0%	4.9%	0.0%	0.1%	0.2%	4.6%	0.0%	9.8%	
Full Time Equivalents (FTE's)		354.00	(3.00)	-		-	1.00	2.00	-	354.00	-
Percent of 2011 FTE's			-0.8%	0.0%	0.0%	0.0%	0.3%	0.6%	0.0%	0.0%	

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

	Surplus / (Deficit)		
2011 Forecast vs. Budget Variance Explanation	**Exp.**	**Rev.**	**Net**
Forecast vs. Budget Variance Explanation			
A surplus is projected to year end as a result of staffing and professional services spending delays due to the hiring / spending freeze, the timing of the 2011 budget approval and delays in the job evaluation process for new positions.	900	-	900
Total Surplus / (Deficit)	**900**	**-**	**900**

	Increase / (Decrease)			
2011 Baseline Adjustments / Explanations	**Exp.**	**Rev.**	**Net 2011 Changes**	**FTE Impact**
Adjustments to Base Budget				
FTE reduction to be achieved from 2011 Service Ottawa Initiatives.	-	-	-	(3.00)
Total Adjustments to Base Budget	**-**	**-**	**-**	**(3.00)**

	Increase / (Decrease)			
2012 Pressure Category / Explanation	**Exp.**	**Rev.**	**Net 2012 Changes**	**FTE Impact**
Maintain Services				
All programs include an adjustment for contract settlement, increments and benefits adjustments.	1,090	-	1,090	-
Technology Infrastructure - Maintenance contracts fees to support the installed hardware, centralized storage and software base.	580	-	580	-
Technology Infrastructure - Maintenance contracts fees to support voice/data communications infrastructure.	230	-	230	-
Client Services - Maintenance contracts fees for corporate software tools.	25	-	25	-
Enterprise Solutions - Maintenance contracts fees for SAP software licenses.	85	-	85	-
Enterprise Solutions - Maintenance contracts fees for Oracle (Service-Oriented Architecture (SOA) Suite, Identity Management, Databases, Application servers, Information Management) and Cognos Business Intelligence tools.	185	-	185	-
Increased recovery against Parking Operations for various program support services due to inflationary impacts in accordance with Parking Funding Model.	(42)	-	(42)	-
Total Maintain Services	**2,153**	**-**	**2,153**	**-**

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

2012 Pressure Category / Explanation	Increase / (Decrease)		Net 2012 Changes	FTE Impact
	Exp.	Rev.		
Growth				
Training required to stay current with emerging technologies and industry standards.	60	-	60	-
Total Growth	**60**	**-**	**60**	**-**
Council Priorities				
OpenData Strategic Support Coordinator - Position required in order to grow the OpenData program and build on the success of the Apps4Ottawa contest. Focus will be on the expansion and automation of the OpenData catalogue to include high-value and dynamic data; continued community outreach efforts and multijurisdictional collaboration around standards and licensing.	90	-	90	1.00
Total Council Priorities	**90**	**-**	**90**	**1.00**
Service Ottawa				
Service Ottawa - Business Systems Integration - Ongoing Support Costs: Annual software and hardware maintenance fees for break and fix and software enhancements and ITS FTEs for ongoing support.	476	-	476	3.00
Service Ottawa - Mobile Workforce - Ongoing Support Costs: Annual Hardware Support fees to suppliers for installed wireless, mobility and computing equipment (servers and modems) as well as field based mobile computers. Annual software maintenance fees and monthly Service fees to ensure the connectivity of mobile field devices and telephony services. Additional Technical Support Resources (FTEs) to provide help desk, troubleshooting and technical support to the Service Delivery Field and Office users .	1,021	-	1,021	3.00
Service Ottawa Program - Citizen Centric Services Project – Ongoing Support Costs: Annual software and hardware maintenance fees for break and fix and software enhancements, ITS support FTEs and ongoing support costs required until current systems are decommissioned and replaced by the new systems (Citizen Service Management System and the Communication Channel Integration System).	1,193	-	1,193	5.00
Productivity Improvements related to Corporate Service Ottawa Initiatives.	(627)	-	(627)	(9.00)
Total Service Ottawa	**2,063**	**-**	**2,063**	**2.00**
Total Budget Changes	**4,366**	**-**	**4,366**	**-**

City of Ottawa
Information Technology Sub-Committee
Capital Program Summary
In Thousands ($000)   **2012 Draft Budget**

Project Description	Tax Supported/ Dedicated	Grand Total
Information Technology		
Renewal of City Assets		
903336 IT Technology Infrastructure 2012	2,640	2,640
903690 IT Business Systems: Renewal Program2012	990	990
906017 IT EnterpriseSys:IT PerformanceMgmt 2012	60	60
906020 IT Business Systems: Marval 2012	95	95
906360 IT Enterprise Sys: Information Mgmt 2012	400	400
906361 IT Enterprise Systems: Content Mgmt 2012	475	475
906362 IT Desktop Computers,Laptops&Periph 2012	2,700	2,700
906363 IT Enterprise Sys:Database Mgmt&BI 2012	420	420
906364 IT Enterprise Systems: Web Service 2012	420	420
906365 IT Enterprise Systems: Security Svc 2012	200	200
906366 IT Enterprise Systems: SAP 2012	1,270	1,270
906367 IT Enterprise Systems: GIS 2012	420	420
906368 IT Enterprise Systems: IT Svc Mgmt 2012	100	100
906369 IT Business Systems: CLASS 2012	80	80
906370 IT Internet Filter Lifecycle 2012	375	375
906371 IT SOA Infrastructure 2012	790	790
	11,435	**11,435**
Strategic Initiatives		
905732 SO TECH RM (Roadmap)	1,230	1,230
906549 IT Open Data	150	150
	1,380	**1,380**
Service Ottawa		
Strategic Initiatives		
906575 IT Service Ottawa -Corporate Initiatives	11,408	11,408
	11,408	**11,408**
Grand Total	**24,223**	**24,223**

City of Ottawa
Information Technology Sub-Committee
Capital Program
In Thousands ($000)   2012 Draft Budget

Service Area: Information Technology							
Category	2012 Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Gas Tax	Rate Supported Reserves	Development Charges	Debt
Renewal of City Assets	11,435	-	11,435	-	-	-	-
Growth	-	-	-	-	-	-	-
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	1,380	-	1,380	-	-	-	-
Total	12,815	-	12,815	-	-	-	-

City of Ottawa
Service Area: Information Technology
In Thousands ($000)

Project Information	Financial Details

903336   IT Technology Infrastructure 2012

Dept: Information Technology Services	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2014

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, SAP, GIS, CLASS, e-mail, security video cameras, Internet access and OTTAWA.CA. 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 2012, major funding elements will go towards server end-of-life replacements, storage capacity improvements, voice and data equipment end-of-life replacements and upgrade of the thin-client server operating system.

2012 Request	2,640	Unspent Previous Authority		(62)
Revenues	-	Rate Supported		-
Tax Supported/ Dedicated	2,640	Development Charges		-
Gas Tax	-	Debt		-

Forecast	2012	2013	2014	2015
Authority	2,640	2,305	2,460	2,395
Spending Plan	2,578	2,305	2,460	2,395
FTE's	-	-	-	-
Operating Impact	75	25	35	15

903690   IT Business Systems: Renewal Program 2012

Dept: Information Technology Services	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2014

This program will fund the renewal of critical applications while taking advantage of existing code and services, with a focus on creating re-usable web services, renewing components and integrating both current and new applications rather than the wholesale one for one replacement of existing legacy applications. The Business Solutions Branch supports approximately 59 business suites (groups of applications / tools that meet a business requirement), and 235 independent business applications that enable the City to transact business with its citizens and businesses. Currently, over 70 of theses business suites / applications have reached the end of technical life and are at significant risk of failure. As time continues to pass, more of the supported applications will also reach the end of technical life. The increased effort required to support these legacy applications (due to the use of old technology) diverts resources away from the development and implementation of new systems required to meet ongoing client demand.

2012 Request	990	Unspent Previous Authority		2,337
Revenues	-	Rate Supported		-
Tax Supported/ Dedicated	990	Development Charges		
Gas Tax	-	Debt		-

Forecast	2012	2013	2014	2015
Authority	990	1,655	1,540	1,495
Spending Plan	3,327	1,655	1,540	1,495
FTE's	-	4	-	-
Operating Impact	-	400	-	-

City of Ottawa
Service Area: Information Technology
In Thousands ($000)

2012 Draft Budget

Project Information	Financial Details

906017 IT Enterprise System:IT Perform Mgmt2011

Dept: Information Technology Services	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2014

Currently, ITS applies a "Total Cost of Ownership" (TCO) methodology to measure financial performance of IT investments to ensure the maximum value is obtained from these investments, and to identify opportunities for improvement. The performance data is benchmarked against peer organisations of similar size and complexity to assess the relative performance of the City's distributed technology environment. The data is used to further refine the IT services to find additional efficiencies and cost savings. In 2012, as part of the Corporate Planning Framework Balanced Scorecard and Performance Measurement initiative, ITS will be enhancing its performance measurement practice to better understand how to optimize its human and financial resources in the provision of technology services for the City of Ottawa.

2012 Request	60	Unspent Previous Authority		100
Revenues	-	Rate Supported		-
Tax Supported/ Dedicated	60	Development Charges		-
Gas Tax	-	Debt		-

Forecast	2012	2013	2014	2015
Authority	60	65	65	65
Spending Plan	160	65	65	65
FTE's	-	-	-	-
Operating Impact	-	-	-	-

906020 IT Business Systems: Marval 2011

Dept: Information Technology Services	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2014

The ITS department currently uses a product called Marval to create and manage cases, provide audit trail information for SAP Support Centre Activity (regarding software releases), and track the progress and status of support calls (incidents). It is also the primary front-line tool used by the ITS Service Desk to log service calls (incidents) from internal (ITS) and corporate clients. This tool is also used to generate reports on call activity. This budget is used to fund additional licenses, professional services and internal resources to support the tool and keep it operational in order to maintain the systems in regards to functionality, reliability, capacity and flexibility.

2012 Request	95	Unspent Previous Authority		-
Revenues	-	Rate Supported		-
Tax Supported/ Dedicated	95	Development Charges		-
Gas Tax	-	Debt		-

Forecast	2012	2013	2014	2015
Authority	95	85	70	70
Spending Plan	95	85	70	70
FTE's	-	1	-	-
Operating Impact	-	100	-	-

City of Ottawa
Service Area: Information Technology

In Thousands ($000)

Project Information	Financial Details

906360   IT Enterprise Sys: Information Mgmt 2012

Dept: Information Technology Services	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2014

The purpose of this program is to support the Business Information Management System (BIMS) solution and all modules within. Workflow pieces included. Further analysis of Collab toolset. Skills and development training are also included with the overall goal of moving away from the paper records in the corporation and moving towards electronic records as well as a migration away from Shared Drives, and PST strategies.

2012 Request	400	Unspent Previous Authority	25
Revenues	-	Rate Supported	-
Tax Supported/ Dedicated	400	Development Charges	-
Gas Tax	-	Debt	-

Forecast	2012	2013	2014	2015
Authority	400	440	280	275
Spending Plan	425	440	280	275
FTE's	-	-	-	-
Operating Impact	10	10	10	10

906361   IT Enterprise Systems: Content Mgmt 2012

Dept: Information Technology Services	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2014

The computerized process that is used to manage the City's information with a common software tool, set of standards, and business processes is known as Enterprise Content Management (ECM). The City has invested in the Oracle Content Management enterprise application suite to provide ECM capability. This program funds the technology platform to sustain and manage information and web publishing for ottawa.ca and corporate Intranet (Ozone), electronic records/document management (BIMS) and document creation collaboration. This budget will continue to fund the automation of the web publishing process, ensure that appropriate lifecycle replacements and growth requirements of the ECM hardware and software tools are addressed 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.

2012 Request	475	Unspent Previous Authority	43
Revenues	-	Rate Supported	-
Tax Supported/ Dedicated	475	Development Charges	-
Gas Tax	-	Debt	-

Forecast	2012	2013	2014	2015
Authority	475	460	345	330
Spending Plan	518	460	345	330
FTE's	-	1	-	-
Operating Impact	-	100	-	-

Project Information	Financial Details

906362   IT Desktop Computers,Laptops&Periph 2012

Dept: Information Technology Services	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2014

This program funds the lifecycle upgrades and replacements of the City's computers and peripherals. The City of Ottawa owns more than 8,000 desktop and laptop computers installed in over 250 buildings ranging from major recreational complexes, and administrative locations to libraries, fire stations and arenas. The industry best practice for lifecycle replacement of desktop computers is 4-5 years and 3 years for laptops. These funds will allow the replacement of over 2000 desktops,/laptops, initiate 'green' initiatives (e.g. purchase of remote monitoring/control software tools and LCD monitors) and lifecycle replacement of printers. 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.

2012 Request	2,700	Unspent Previous Authority		19
Revenues	-	Rate Supported		-
Tax Supported/ Dedicated	2,700	Development Charges		-
Gas Tax	-	Debt		-

Forecast	2012	2013	2014	2015
Authority	2,700	2,590	2,685	2,790
Spending Plan	2,719	2,590	2,685	2,790
FTE's	-	-	-	-
Operating Impact	-	-	-	-

906363   IT Enterprise Sys:Database Mgmt&BI 2012

Dept: Information Technology Services	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2014

There are approximately 300 databases in the City that contain data and information processed by over 225 software applications. Databases such as those related to Parks & Recreation for program registration, Transit Services for bus operations, Revenue for water billing and property tax are critical to the City's operations and decision-making. This budget funds the hardware and associated software required to maintain the databases and ensure they are reliable, available, and secure. Associated with the databases is the "business intelligence" or BI technology used to compile, analyze, and report on information stored within them. Business intelligence projects have been implemented in several business areas including the 311 Contact Centre and the resulting information has proved to be vital to the City's performance measurement program and its overall decision-making process. Funds will be used to lifecycle the database and BI servers and software to provide a stable environment to address the City demands.

2012 Request	420	Unspent Previous Authority		100
Revenues	-	Rate Supported		-
Tax Supported/ Dedicated	420	Development Charges		-
Gas Tax	-	Debt		-

Forecast	2012	2013	2014	2015
Authority	420	540	555	525
Spending Plan	520	540	555	525
FTE's	-	1	-	1
Operating Impact	-	100	-	100

City of Ottawa
Service Area: Information Technology

In Thousands ($000)

Project Information	Financial Details

906364 IT Enterprise Systems: Web Service 2012

Dept: Information Technology Services	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2014

The City of Ottawa delivers services through channels that residents and businesses prefer, including in-person, phone, e-mail, and web, while encouraging the use of lower cost web-based services, in keeping with Council strategic directions in improving service delivery. This sustainment program supports the City's website Ottawa.ca (including over 50 eServices applications such as EatSafe, Development Application Search, Spotlight, and Parking ticket payment), as well as the employee Intranet portal, "Ozone". It is vital that these two information channels are available and reliable to meet the needs of the public and internal staff. 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 based on City's Web based Services Strategy, the Service Ottawa citizen centric strategy, and other priority City initiatives as they are identified.

2012 Request	420	Unspent Previous Authority		25
Revenues	-	Rate Supported		-
Tax Supported/ Dedicated	420	Development Charges		-
Gas Tax	-	Debt		-

Forecast	2012	2013	2014	2015
Authority	420	385	440	425
Spending Plan	445	385	440	425
FTE's	-	-	1	-
Operating Impact	-	-	100	-

906365 IT Enterprise Systems: Security Svc 2012

Dept: Information Technology Services	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2014

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 spy ware. This project supports the process of transforming the IM/IT Security function at the City of Ottawa from a more reactive threat-focussed organization into one which is cost-effectively risk-based, integrated with the City's overall business risk management framework, and is supported by metrics which are linked to the City's strategic objectives. 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-focussed initiatives with business units.

2012 Request	200	Unspent Previous Authority		257
Revenues	-	Rate Supported		-
Tax Supported/ Dedicated	200	Development Charges		-
Gas Tax	-	Debt		-

Forecast	2012	2013	2014	2015
Authority	200	230	150	150
Spending Plan	457	230	150	150
FTE's	-	-	-	-
Operating Impact	-	-	-	-

Project Information	Financial Details

906366   IT Enterprise Systems: SAP 2012

Dept: Information Technology Services	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2014

This sustainment program supports the City's SAP integrated software solution used to manage an extensive range of business processes including financials, material management, procurement, real estate management, plant maintenance, as well as human resources and payroll. New this year, the fund will help support the e-Recruitment Solution from Service Ottawa and the Invoice Automation solution. This robust software 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.

2012 Request	1,270	Unspent Previous Authority			1,760
Revenues	-	Rate Supported			-
Tax Supported/ Dedicated	1,270	Development Charges			
Gas Tax	-	Debt			-
Forecast	2012	2013	2014	2015
Authority	1,270	1,695	1,845	1,800
Spending Plan	3,030	1,695	1,845	1,800
FTE's	-	1	-	-
Operating Impact	-	100	-	-

906367   IT Enterprise Systems: GIS 2012

Dept: Information Technology Services	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2014

This sustainment program supports the enterprise MAP/GIS application used by over 3,000 staff across all City departments to collect and share information across the organanization and with the public. It supports web services to the public including development applications, zoning, and building permits on Ottawa.ca. Additional applications include: 311 Contact Centre, Building Permits and Inspections, Inquiry Tracking, Election Support, Bylaw Services, Permitting & Licensing, property, roads & traffic information and Public Health Information Line support. The underlying Geographic Information technology is over 10 years old and is either no longer supported by the vendor or near end of life. To maintain the viability of these critical business applications, the technologies are being renewed. In 2009 a Renewal Roadmap was created. The focus will be on implementing this roadmap by continuing to replace core enterprise spatial services for the renewal while continuing to support the mission critical applications.

2012 Request	420	Unspent Previous Authority			100
Revenues	-	Rate Supported			-
Tax Supported/ Dedicated	420	Development Charges			-
Gas Tax	-	Debt			-
Forecast	2012	2013	2014	2015
Authority	420	435	350	340
Spending Plan	520	435	350	340
FTE's	-	-	-	-
Operating Impact	-	-	-	-

City of Ottawa
Service Area: Information Technology

In Thousands ($000)

Project Information	Financial Details

906368   IT Enterprise Systems: IT Svc Mgmt 2012

Dept:	Information Technology Services	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2014

ITS annually manages over $50m of operating and capital expenditure directed towards the provision and support of core IT services such as voice and data communications, enterprise and branch business systems, and information security, and major IT-enabled "change" projects. The IT Service Management project involves improving the efficiency and effectiveness of IT processes, through adoption of industry best practices and tools, and specifically the Information Technology Infrastructure Library (ITIL) framework. This program will fund the development and deployment of an online Service Catalog, Service Level Management processes and implementation of Problem Management.

2012 Request	100	Unspent Previous Authority			311
Revenues	-	Rate Supported			-
Tax Supported/ Dedicated	100	Development Charges			-
Gas Tax	-	Debt			-
Forecast	2012	2013	2014		2015
Authority	100	90	225		295
Spending Plan	411	90	225		295
FTE's	-	-	-		-
Operating Impact	-	10	15		15

906369   IT Business Systems: CLASS 2012

Dept:	Information Technology Services	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2014

This program will fund professional services needed to assist with sustainment workload, upgrade the infrastructure and expanded use of the software used by over 1500 users in Parks, Rec and Culture, Public Health, Ottawa Paramedic Service, Client Service Centres and Financial Services Units for program registration. As of the fall of 2011 the paper Recreation Guide is no longer printed therefore anyone looking for a course description must do so on-line – resulting in increased traffic on Ottawa.ca. One of the Parks, Recreation and Culture departmental goals for 2012 is to link directly from the electronic guide on Ottawa.ca to the program registration page of the Class application. As this will be online and utilizing the same infrastructure as the current registration system there will be increased user traffic. This program will continue to build on the Class infrastructure to support the growing enterprise demand for this application.

2012 Request	80	Unspent Previous Authority			24
Revenues	-	Rate Supported			-
Tax Supported/ Dedicated	80	Development Charges			-
Gas Tax	-	Debt			-
Forecast	2012	2013	2014		2015
Authority	80	85	85		80
Spending Plan	104	85	85		80
FTE's	-	-	-		-
Operating Impact	-	-	-		-

Project Information	Financial Details

906370   IT Internet Filter Lifecycle 2012

Dept: Information Technology Services	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2014

This program will fund the renewal of the existing Internet Filtering Service, to maintain the service and protection to the City network from Internet-based threats. The City requires that its network, servers, and systems are protected from malicious web sites whenever Internet access is available. This project will fund the review of the current Internet Content Filtering marketplace to determine the product or service which best fits the City's business, security, and budget requirements, as well as the selection, purchase, and implementation of the most appropriate solution.

2012 Request	375	Unspent Previous Authority	391
Revenues	-	Rate Supported	-
Tax Supported/ Dedicated	375	Development Charges	-
Gas Tax	-	Debt	-

Forecast	2012	2013	2014	2015
Authority	375	-	-	375
Spending Plan	766	-	-	375
FTE's	-	-	-	-
Operating Impact	-	-	-	-

906371   IT SOA Infrastructure 2012

Dept: Information Technology Services	Category: Renewal of City Assets	Ward: CW	Year of Completion: 2014

This budget is used to provide sustainment funding for the Oracle Service Oriented Architecture (SOA) Suite infrastructure. Funding is required for additional SOA Suite licenses to outfit a second clustered server for availability, performance and load; professional services (e.g. SOA experts) are required to provide expertise and technical resources as the infrastructure is expanded in 2012 to take more load and increase performance and availability; hardware upgrades are necessary to accommodate transaction growth. This sustainment budget provides for replacement of 2 Windows servers with Unix servers; and training services to increase the number of staff available to support the SOA infrastructure. The SOA Suite infrastructure is a key component for ITS to enable integration between applications, including the new Customer Service Management solution and back-office transaction systems such as SAP.

2012 Request	790	Unspent Previous Authority	-
Revenues	-	Rate Supported	-
Tax Supported/ Dedicated	790	Development Charges	-
Gas Tax	-	Debt	-

Forecast	2012	2013	2014	2015
Authority	790	265	270	255
Spending Plan	790	265	270	255
FTE's	-	-	1	-
Operating Impact	-	120	100	-

Project Information	Financial Details

905732   Service Ottawa - Technology Roadmap

Dept: Information Technology Services	Category: Strategic Initiatives	Ward: CW	Year of Completion: 2011

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 2012, specific initiatives funded from this account include: ongoing work on virtual desktop infrastructure (VDI), enterprise architecture, research/development/testing capabilities for new technologies, network access control and two-factor authentication.

2012 Request	1,230	Unspent Previous Authority			407
Revenues	-	Rate Supported			-
Tax Supported/ Dedicated	1,230	Development Charges			-
Gas Tax	-	Debt			-
Forecast	**2012**	**2013**	**2014**	**2015**	
Authority	1,230	910	450	-	
Spending Plan	1,637	910	450	450	
FTE's	-	-	-	-	
Operating Impact	(15)	-	-	-	

906549   IT Open Data

Dept: Information Technology Services	Category: Strategic Initiatives	Ward: CW	Year of Completion: 2012

The City is joining other government organizations in Canada and around the world by providing public access to its data. The development of an Open Data Ottawa site was the first step in creating a foundation that encourages digital innovation, improved service delivery, stimulation of economic growth and a better understanding of our city. The program has shifted its focus to further engage the development community to address specific City business needs, continue multi-jurisdictional collaboration on standards related to data sets and licensing, expanding and automating the City of Ottawa data catalogueto include high-value dynamic data sets, including transit, 311, library, and recreation data sets, and sustaining the program.

2012 Request	150	Unspent Previous Authority			-
Revenues	-	Rate Supported			-
Tax Supported/ Dedicated	150	Development Charges			-
Gas Tax	-	Debt			-
Forecast	**2012**	**2013**	**2014**	**2015**	
Authority	150	-	-	-	
Spending Plan	150	-	-	-	
FTE's	1	-	-	-	
Operating Impact	90	-	-	-	

City of Ottawa
Information Technology Sub-Committee
Capital Program
In Thousands ($000)   **2012 Draft Budget**

Service Area: Service Ottawa							
Category	2012 Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Gas Tax	Rate Supported Reserves	Development Charges	Debt
Renewal of City Assets	-	-	-	-	-	-	-
Growth	-	-	-	-	-	-	-
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	11,408	-	11,408	-	-	-	-
Total	11,408	-	11,408	-	-	-	-

Project Information	Financial Details

906575   IT Service Ottawa -Corporate Initiatives

Dept: Service Ottawa	Category: Strategic Initiatives	Ward: CW	Year of Completion: 2015

This initiative will improve how the City engages, interacts with, and delivers services to citizens. These improvements will be implemented over the coming (months) year as leading-edge technology enables the City to deliver a single point of access to City services and information. An enhanced ottawa.ca will offer online e-services that allow citizens to report and track service requests, register for programs, make payments and interact with the City at their convenience. Service standards are being established that will guarantee a level of service that citizens can count on and drive service response times. A centralized knowledge management base will ensure information is consistent and accurate and organized from the citizen's perspective. Mobile technology provided to City staff will make them more accessible to the citizens they serve, ensure faster response times and enable them to deliver a broad range of services on-site while reporting the progress of these services as they are being delivered.

2012 Request	11,408	Unspent Previous Authority	10,910
Revenues	-	Rate Supported	-
Tax Supported/ Dedicated	11,408	Development Charges	-
Gas Tax	-	Debt	-

Forecast	2012	2013	2014	2015
Authority	11,408	11,086	9,674	-
Spending Plan	22,318	11,086	9,674	-
FTE's	11	6	-	-
Operating Impact	(4,716)	(4,957)	(2,820)	-

City of Ottawa
Information Technology Sub-Committee
Capital Program Forecast
In Thousands ($000)   **2012 Draft Budget**

Project Description	2012	2013	2014	2015	Total
Employee Services					
Strategic Initiatives					
906548 IT Automated Employee Performance Devlop	-	750	-	-	750
	-	**750**	**-**	**-**	**750**
Information Technology					
Renewal of City Assets					
903336 IT Technology Infrastructure 2012	2,640	2,305	2,460	2,395	9,800
903690 IT Business Systems: Renewal Program2012	990	1,655	1,540	1,495	5,680
906017 IT EnterpriseSys:IT PerformanceMgmt 2012	60	65	65	65	255
906020 IT Business Systems: Marval 2012	95	85	70	70	320
906360 IT Enterprise Sys: Information Mgmt 2012	400	440	280	275	1,395
906361 IT Enterprise Systems: Content Mgmt 2012	475	460	345	330	1,610
906362 IT Desktop Computers,Laptops&Periph 2012	2,700	2,590	2,685	2,790	10,765
906363 IT Enterprise Sys:Database Mgmt&BI 2012	420	540	555	525	2,040
906364 IT Enterprise Systems: Web Service 2012	420	385	440	425	1,670
906365 IT Enterprise Systems: Security Svc 2012	200	230	150	150	730
906366 IT Enterprise Systems: SAP 2012	1,270	1,695	1,845	1,800	6,610
906367 IT Enterprise Systems: GIS 2012	420	435	350	340	1,545
906368 IT Enterprise Systems: IT Svc Mgmt 2012	100	90	225	295	710
906369 IT Business Systems: CLASS 2012	80	85	85	80	330
906370 IT Internet Filter Lifecycle 2012	375	-	-	375	750
906371 IT SOA Infrastructure 2012	790	265	270	255	1,580
906547 IT Business Systems: eAgenda 2012	-	175	135	125	435
	11,435	**11,500**	**11,500**	**11,790**	**46,225**
Strategic Initiatives					
905732 SO TECH RM (Roadmap)	1,230	910	450	-	2,590
906549 IT Open Data	150	-	-	-	150
	1,380	**910**	**450**	**-**	**2,740**
Service Ottawa					
Strategic Initiatives					
906575 IT Service Ottawa -Corporate Initiatives	11,408	11,086	9,674	-	32,168
	11,408	**11,086**	**9,674**	**-**	**32,168**
Grand Total	**24,223**	**24,246**	**21,624**	**11,790**	**81,883**

City of Ottawa
Information Technology Sub-Committee
Capital Works-in-Progress (at September 30th, 2011)
In Thousands ($000)

Project Description	Authority	Total Expenditures & Commitments	Total Unspent Authority
Employee Services			
904811 ITIF RPA/OPCA Automation Project	1,945	1,916	29
	1,945	**1,916**	**29**
Finance			
905186 ITIF Automated Invoice Payment System	1,070	1,015	55
	1,070	**1,015**	**55**
General Government			
905185 ITIF Council Agenda Building Tool	195	182	13
	195	**182**	**13**
Information Technology			
901052 IT OPL Telephone System Lifecycle-2005	700	675	25
903561 IT Lifecycle Renew Bus App 2 2009	850	861	(11)
904184 IT Lifecycle Renew Bus App 2010	1,210	1,022	188
904188 IT Security & Business Continuity-2007	140	141	(1)
904554 IT Lifecycle Renew Network Intrastruct08	990	992	(2)
904555 IT Lifecycle Renew Telecom Systems 2008	1,190	1,188	2
904557 IT Sustain Database & Business Intell 08	380	378	2
904560 IT Sustain Electronic Info Tech 2008	480	467	13
904561 IT Sustain Surveys & Mapping Tech 2008	121	89	32
904562 IT Electronic Records & Info Program2008	1,050	1,016	34
904563 IT Security & Business Continuity 2008	110	112	(2)
904565 IT Sustainment GIS Technology 2008	527	527	(0)
904605 IT Server Virtualization 2010	1,000	1,126	(126)

City of Ottawa
Information Technology Sub-Committee
Capital Works-in-Progress (at September 30th, 2011)
In Thousands ($000)

Project Description	Authority	Total Expenditures & Commitments	Total Unspent Authority
904921 IT Lifecycle Renew Network Infr 2009	1,260	1,254	6
904922 IT Lifecycle RenewTelecom Sys 2009	1,540	1,539	1
904923 IT Lifecycle Renew Comp/Periph 2009	1,940	1,827	113
904924 IT Sustain Database & Bus Intell 2009	270	270	(0)
904925 IT Sustain Web Based Svs Tech 2009	430	430	0
904926 IT Sustain Elect Info Tech 2 2009	370	362	8
904928 IT Elec Records & Info 2009	460	423	37
904929 IT Security & Bus Cont 2009	210	208	2
904930 IT Sustain SAP Tech 2009	1,730	1,652	78
904931 IT Sustain GIS Tech 2009	650	644	6
904932 IT Service Mgt ITSM 2009	370	363	7
905022 ITEG eGovt	440	46	394
905023 IT Lifecycle Renew Network Inf 2010	1,975	2,091	(116)
905375 ITEG SAP Licensing	3,650	3,649	1
905376 ITEG eMedia	40	40	(0)
905377 ITEG Business Intelligence Strategy	250	253	(3)
905378 ITEG Integrated Infrastructure Mgmt Sys	4,520	2,450	2,070
905680 IT Sustain Electronic Info Tech 2010	840	1,039	(199)
905685 IT Lifecycle Renew Comp/Periph 2010	4,100	4,056	44
905686 IT Sustain Database & Bus Intell 2010	305	392	(87)
905687 IT Sustain Web Based Svs Tech 2010	580	515	65
905689 IT Security & Business Continuity 2010	370	370	0
905690 IT Sustain SAP Technology 2010	1,710	1,674	36
905691 IT Sustain GIS Technology 2010	460	387	73
905692 IT Service Management ITSM 2010	230	154	76
905695 IT eGovernment Technology	250	248	2

City of Ottawa
Information Technology Sub-Committee
Capital Works-in-Progress (at September 30th, 2011)
In Thousands ($000)

Project Description	Authority	Total Expenditures & Commitments	Total Unspent Authority
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	163	2,337
906007 IT Enterprise Systems: Info Mgmt 2011	625	600	25
906008 IT Network Infrastructure 2011	2,400	2,462	(62)
906009 IT Enterprise Systems: Content Mgmt 2011	340	297	43
906010 IT DesktopComputer,Laptop&Peripheral2011	2,390	2,371	19
906011 IT EnterpriseSystem:Database Mgt&BI 2011	340	240	100
906012 IT Enterprise Systems: Web Services 2011	340	315	25
906013 IT Enterprise Systems:Sec Services 2011	470	213	257
906014 IT Enterprise Systems: SAP 2011	2,020	260	1,760
906015 IT Enterprise Systems: GIS 2011	260	160	100
906016 IT Enterprise Systems: IT Svc Mgmt 2011	345	34	311
906018 IT Network Email Anti-Spam Firewall 2011	475	84	391
906019 IT Business Systems: Class 2011	95	71	24
	50,518	**42,242**	**8,276**
Service Ottawa			
905717 SO-Mobile Workforce Solutions	6,901	2,321	4,580
905732 SO-TECH RM (Roadmap)	2,250	1,498	752
906389 Citizen Centric Services	21,217	15,232	5,985
	30,368	**19,052**	**11,316**
Grand Total	**84,096**	**64,406**	**19,690**