

BUDGET 2011 *Ottawa*



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City services **3-1-1**
TTY 613-580-2401

2010126042

Finance and Economic Development Committee

Tax Supported Programs

Information Technology Sub-Committee

Tabled January, 2011

Information Technology Services Sub-Comiittee

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Information Technology Services (ITS) Department

2011 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

- The City's wired and wireless telecommunications and network infrastructure
- Corporate-wide and departmental business and desktop systems/applications
- Records and information management across the corporation

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.

Information Technology Services (ITS) Department 2011 Budget Briefing Note

Organizational Structure

- **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, 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

Information Technology Services (ITS) Department 2011 Budget Briefing Note

Performance / Outcome Measures

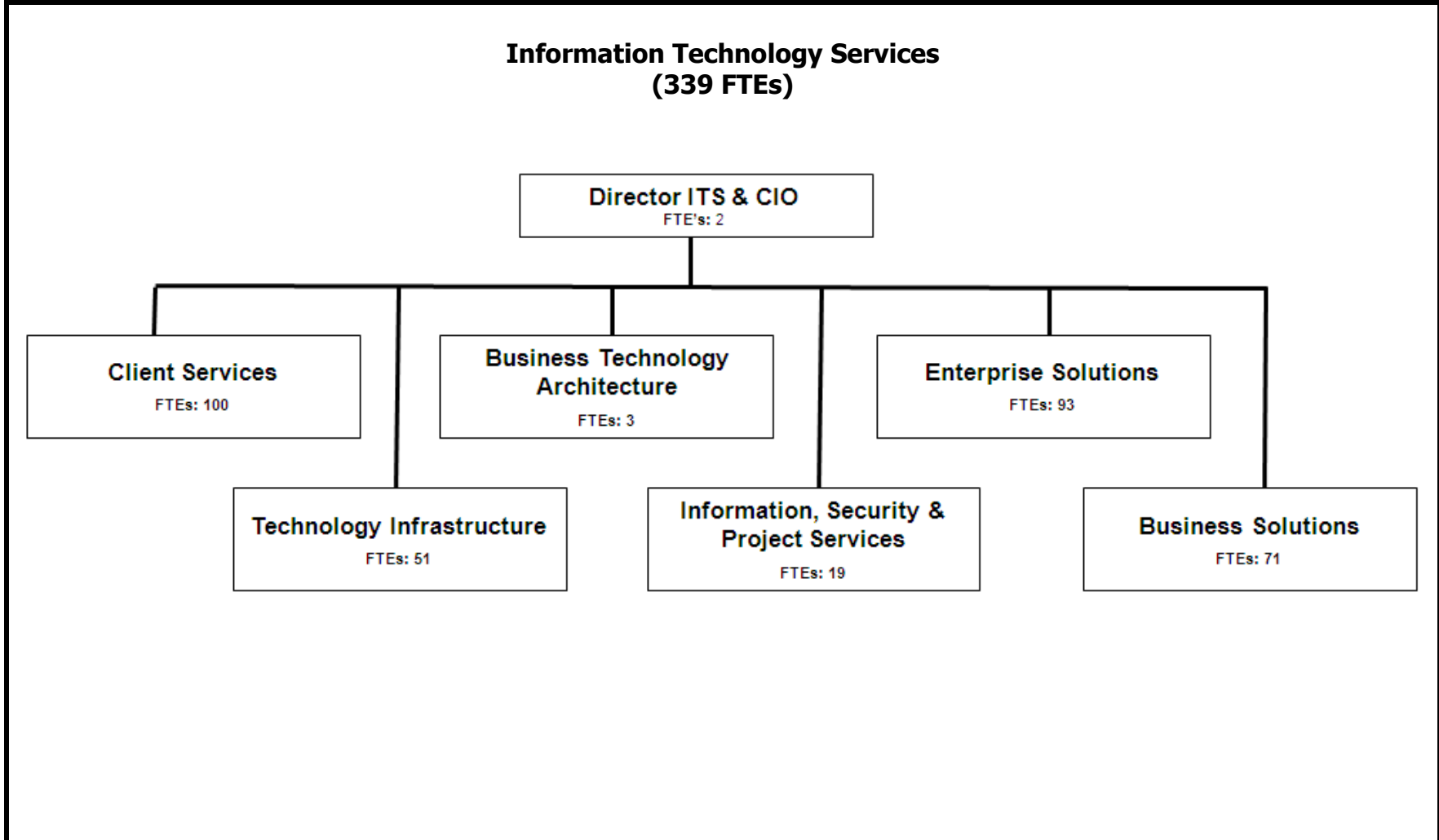
- Total Cost of Ownership (TCO), an industry standard efficiency measure, reflects an 11.4% increase in 2009 (\$3,324 per user) for the cost of infrastructure and application maintenance and support for the City network user base. This remains below the industry spending rates for State/Local governments, which was averaging at \$7,400 per user (source: Gartner).
- During the same period, from 2008 to 2009, the annual growth rate of the **City's IT infrastructure and number of** computer users was 7.7%, with increases planned for the 2010 year. This increase in user base was also matched with a 13.9% increase in servers and a 95% increase in laptop devices.
- As a percent of the total city budget, total annual IT operating expenditure dipped slightly in 2007 and remained flat from then through to 2010 at 1.8% (2006 was at 2%). State/Local government average for 2009 and 2010 is at the 4% level (source: Gartner).
- With limited FTE growth in the ITS department since 2004 and steady growth in client base during same time period, the current percentage of IT support staff to City staff is 2.3%. The industry average for State/Local Government is at the 3.8% level (source: Gartner).

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 Innovation and Efficiency program that will introduce a number of large scale technology investments.

Information Technology Services (ITS) Department 2011 Budget Briefing Note

Org Chart



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

Operating Resource Requirement	2009	2010		2011	\$ Change Over	
	Actual	Forecast	Budget	Estimate	2010 Budget	2009 Actual
Expenditures by Program						
Director's Office	461	344	345	355	10	(106)
Technology Infrastructure	10,716	10,024	9,922	9,839	(83)	(877)
Client Services	9,100	9,387	9,340	9,350	10	250
Business Solutions	8,573	8,786	8,786	9,136	350	563
Enterprise Solutions	13,369	13,674	13,355	13,824	469	455
IM/IT Architecture & Security	2,143	2,312	2,302	2,509	207	366
Service Innovation & Efficiency Prog	-	464	437	466	29	466
Gross Expenditure	44,362	44,991	44,487	45,479	992	1,117
Recoveries & Allocations	(4,716)	(4,506)	(4,506)	(4,456)	50	260
Revenue	(393)	(6)	(31)	(6)	25	387
Net Requirement	39,253	40,479	39,950	41,017	1,067	1,764
Expenditures by Type						
Salaries, Wages & Benefits	28,789	30,139	29,250	31,268	2,018	2,479
Overtime	289	293	423	423	-	134
Material & Services	15,245	14,494	14,738	15,542	804	297
Transfers/Grants/Financial Charges	-	50	50	-	(50)	-
Fleet Costs	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-
Other Internal Costs	39	15	15	15	-	(24)
Service Innovation & Efficiency Prog	-	-	-	(439)	(439)	(439)
Gross Expenditures	44,362	44,991	44,476	46,809	2,333	2,447
Recoveries & Allocations	(4,716)	(4,506)	(4,506)	(4,456)	50	260
Net Expenditure	39,646	40,485	39,970	42,353	2,383	2,707
Revenues By Type						
Federal	-	-	-	-	-	-
Provincial	(386)	-	-	-	-	386
Municipal	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-
Fees and Services	(7)	(6)	(31)	(6)	25	1
Fines	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Revenue	(393)	(6)	(31)	(6)	25	387
Net Requirement	39,253	40,479	39,939	42,347	2,408	3,094
Full Time Equivalents	336.00	339.00	339.00	347.00	8.00	11.00

City of Ottawa

Information Technology Services - Operating Resource Requirement Analysis

In Thousands (\$000)

Operating Resource Requirement Analysis	2010 Baseline			2011 Adjustments							2011	\$ Change Over '10 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Provincial Legislated	Growth	New Services / Needs	Efficiencies	User Fees & Charges	Proposed Budget Changes	Estimate	
Expenditures by Program												
Director's Office	344	345	-	10	-	-	-	-	-	-	355	10
Technology Infrastructure	10,024	9,922	(372)	219	-	70	-	-	-	-	9,839	(83)
Client Services	9,387	9,340	(42)	52	-	-	-	-	-	-	9,350	10
Business Solutions	8,786	8,786	(102)	452	-	-	-	-	-	-	9,136	350
Enterprise Solutions	13,674	13,355	(173)	367	-	275	-	-	-	-	13,824	469
IM/IT Architecture & Security	2,312	2,302	(54)	161	-	-	200	-	-	(100)	2,509	207
Business Technology & Architecture	464	437	-	29	-	-	-	-	-	-	466	29
Service Innovation & Efficiency Prog	-	(11)	-	-	-	-	-	1,341	-	-	1,330	1,341
Gross Expenditure	44,991	44,476	(743)	1,290	-	345	200	1,341	-	(100)	46,809	2,333
Recoveries & Allocations	(4,506)	(4,506)	-	(50)	-	-	-	-	-	100	(4,456)	50
Revenue	(6)	(31)	25	-	-	-	-	-	-	-	(6)	25
Net Requirement	40,479	39,939	(718)	1,240	-	345	200	1,341	-	-	42,347	2,408
Expenditures by Type												
Salaries, Wages & Benefits	30,139	29,250	(17)	1,290	-	345	-	500	-	(100)	31,268	2,018
Overtime	293	423	-	-	-	-	-	-	-	-	423	-
Material & Services	14,494	14,738	(676)	-	-	-	200	1,280	-	-	15,542	804
Transfers/Grants/Financial Charges	50	50	(50)	-	-	-	-	-	-	-	-	(50)
Fleet Costs	-	-	-	-	-	-	-	-	-	-	-	-
Program Facility Costs	-	-	-	-	-	-	-	-	-	-	-	-
Other Internal Costs	15	15	-	-	-	-	-	-	-	-	15	-
Service Innovation & Efficiency Prog	-	-	-	-	-	-	-	(439)	-	-	(439)	(439)
Gross Expenditures	44,991	44,476	(743)	1,290	-	345	200	1,341	-	(100)	46,809	2,333
Recoveries & Allocations	(4,506)	(4,506)	-	(50)	-	-	-	-	-	100	(4,456)	50
Net Expenditure	40,485	39,970	(743)	1,240	-	345	200	1,341	-	-	42,353	2,383
Percent of 2010 Net Expenditure Budget			-1.9%	3.1%	0.0%	0.9%	0.5%	3.4%	0.0%	0.0%	6.0%	
Revenues By Type												
Federal	-	-	-	-	-	-	-	-	-	-	-	-
Provincial	-	-	-	-	-	-	-	-	-	-	-	-
Municipal	-	-	-	-	-	-	-	-	-	-	-	-
Own Funds	-	-	-	-	-	-	-	-	-	-	-	-
Fees and Services	(6)	(31)	25	-	-	-	-	-	-	-	(6)	25
Fines	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	(6)	(31)	25	-	-	-	-	-	-	-	(6)	25
Percent of 2010 Revenue Budget			-80.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-80.6%	
Net Requirement	40,479	39,939	(718)	1,240	-	345	200	1,341	-	-	42,347	2,408
Percent of 2010 Net Requirement Budget			-1.8%	3.1%	0.0%	0.9%	0.5%	3.4%	0.0%	0.0%	6.0%	
Full Time Equivalents (FTE's)	339.00	339.00	-	-	-	4.00	-	5.00	-	(1.00)	347.00	8.00
Percent of 2010 FTE's			0.0%	0.0%	0.0%	1.2%	0.0%	1.5%	0.0%	-0.3%	2.4%	

City of Ottawa

Information Technology Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2010 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Exp.	Rev.	Net
Forecast vs. Budget Variance Explanation			
Deficit primarily in the Enterprise Solutions and the Technology Infrastructure Branches due to increases in software license/maintenance fees required to maintain existing contractual commitments for ongoing vendor support, vendor price increases in software packages, such as 2010 for Oracle and increased professional requirements for projects like the Payment Card Industry compliance project which has a mandatory completion date of December 31, 2010.	(515)	-	(515)
Unachieved payphone revenue.	-	(25)	(25)
Total Surplus / (Deficit)	(515)	(25)	(540)

2010 Baseline Adjustments / Explanations	Increase / (Decrease)			
	Exp.	Rev.	Net 2011 Changes	FTE Impact
Adjustments to Base Budget				
Removal of the one-time Open Government Grant.	(50)	-	(50)	-
Adjustment for implementation of Harmonized Sales Tax.	(651)	-	(651)	-
Removal of one-time Management Professional Exempt performance pay.	(17)	-	(17)	-
Adjustment for payphone revenue which is no longer achievable.	(25)	25	-	-
Total Adjustments to Base Budget	(743)	25	(718)	-

City of Ottawa

Information Technology Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2011 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2011 Changes	
Maintain Services				
All programs include an adjustment for contract settlement, increments and benefits adjustments.	1,095	-	1,095	-
Business Solutions - Project Manager (Annualization of position approved through the 2010 Budget process.)	50	-	50	-
Business Solutions - Desktop Configuration Analyst II (Annualization of position approved through the 2010 Budget process.)	40	-	40	-
Enterprise Solutions - SAP Portal Technical Analyst (Annualization of position approved through the 2010 Budget process.)	55	-	55	-
IM/IT Architecture & Security - IT Security Analyst position required to meet the increased workload resulting from the requirements of the Office of the Auditor General to conduct audits related to Fraud & Waste complaints and specific audits. In 2006 the Office of the Auditor General implemented the Fraud & Waste Hotline and investigations have increased year over year without an increase in resources to conduct these investigations.(Annualization of position approved through the 2010 Budget process.)	50	-	50	-
IM/IT Architecture & Security - recovery of the IT Security Analyst position from the Auditor General's Office in order to conduct audits related to Fraud & Waste complaints and specific audits. (Annualization of position approved through the 2010 Budget process.)	(50)	-	(50)	-
Total Maintain Services	1,240	-	1,240	-
Growth				
Enterprise Solutions - Enterprise Integration & Application (EIAD)/Service Oriented Architecture (SOA) and Identity Management (IDM) web administrator/developer. Resource required to support and maintain the SOA foundational infrastructure required for the Service Innovation & Efficiency projects to integrate applications and share information between them.	100	-	100	1.00
Technology Infrastructure - Telecom Services Assistant. Resource needed to support the fast growth of the mobility program (62% in client cases handled, 11% in fleet size incl. new offerings such as smart phones; annual growth 1,000 users and 1,200 buses). Request to make a temporary position permanent.	70	-	70	1.00
Enterprise Solutions - GIS Desktop Configuration Analyst. Position to maintain current support levels and increased growth in applications and client base served by the GIS program area (services provided to 311 Call Centre, Building Permits and Inspections, Bylaw Services, Sewer and Water,etc.)	75	-	75	1.00
Enterprise Solutions - EIAD - Web Developer/Administrator. Resource needed to work on web-based projects (Ozone Intranet Search Repair; web applications to enable land developers to do data entry to allow security value calculations, replacement of failing Council webcast equipment, etc.).	100	-	100	1.00
Total Growth	345	-	345	4.00

City of Ottawa

Information Technology Services - Operating Resource Requirement Explanatory Notes

In Thousands (\$000)

2011 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Exp.	Rev.	Net 2010 Changes	
New Services / Needs				
IM / IT Security operating cost for the outsourced managed security contract for the Intrusion Prevention System (IPS) used to mitigate risks and protect the City of Ottawa technology network and information assets against security attacks / threats. The IPS Service provides automated 24/7 monitoring and alerts city staff to any and all suspicious activity occurring on the corporate network. The system is also required for Payment Card Industry compliance. The IPS security system monitors access attempts to all network and systems that could possibly contain credit card data. This service was contracted in mid-2010 and now requires annual funding.	200	-	200	-
Total New Services / Needs	200	-	200	-
Efficiencies				
Service Innovation & Efficiency - 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 .	1,610	-	1,610	5.00
Service Innovation & Efficiency - Citizen Centric Services – Ongoing Support Costs: Annual Hardware Maintenance Fees (partial year) for data and application systems. Annual Software Maintenance Fees (partial year) for Enterprise Citizen Service Management and Business Intelligence.	170	-	170	-
Allocation of Service Innovation & Efficiency Initiative.	(439)	-	(439)	-
Total Efficiencies	1,341	-	1,341	5.00
Proposed Budget Changes				
See following Proposed Budget Changes schedule for details.	-	-	-	(1.00)
Total Proposed Budget Changes	-	-	-	(1.00)
Total Budget Changes	2,383	25	2,408	8.00

City of Ottawa
Information Technology Services - Proposed Budget Changes
In Thousands (\$000)

Strategy Category	Branch	Program / Service Adjustment	2011 Proposed Budget Change			
			Exp	Rev	Net Impact	FTE Impact
4	IM/IT Architect - ture & Security	<p><u>Proposed Budget Change</u> Removal of IT Security Analyst position required to meet the increased workload resulting from the requirements of the Office of the Auditor General to conduct audits related to Fraud & Waste complaints and specific audits. In 2006 the Office of the Auditor General implemented the Fraud & Waste Hotline and investigations have increased year over year without an increase in resources to conduct these investigations.</p> <p><u>Impact on Public / City Departments</u> The Auditor General has indicated that the OAG no longer requires the support from the ITS department to conduct Fraud and Waste investigations and specific audits.</p>	(100)	-	(100)	(1.00)
4	IM/IT Architect - ture & Security	<p><u>Proposed Budget Change</u> Removal of the recovery of the IT Security Analyst position from the Auditor General's Office in order to conduct audits related to Fraud & Waste complaints and specific audits.</p> <p><u>Impact on Public / City Departments</u> The Auditor General has indicated that the OAG no longer requires the support from the ITS department to conduct Fraud and Waste investigations and specific audits.</p>	100	-	100	-
Total Proposed Budget Changes			-	-	-	(1.00)

1 - New Revenue Opportunities	2 - Deferral of Proposed New Service Expenditures	3 - Deferral of Capital Projects	4 Adjustments to Existing Services
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**City of Ottawa
Information Technology Sub-Committee
Capital Program - 4 Year Plan
In Thousands (\$000)**

2011 Draft Budget

Department/Service Area	2011	2012	2013	2014
Information Technology Services				
Communications & Customer Services	9,217	7,843	5,617	4,847
DCM of City Operations	1,501	3,565	5,469	4,827
Information Technology	13,350	12,730	12,410	11,950
Grand Total	24,068	24,138	23,496	21,624

**City of Ottawa
Information Technology Sub-Committee
Capital Program - 4 Year Plan
In Thousands (\$000)**

2011 Draft Budget

Department/Service Area	2011	2012	2013	2014
Information Technology Services				
Communications & Customer Services				
Strategic Initiatives				
905716 SIEP 311 Citizen Centric Services	9,217	7,843	5,617	4,847
DCM of City Operations				
Strategic Initiatives				
905717 SIEP CBMW Community Based Mobile WF	1,501	3,565	5,469	4,827
Information Technology				
Renewal of City Assets				
904922 IT Lifecycle RenewTelecom Sys 2009	-	670	865	265
905989 IT Business Systems:Renewal Program 2011	2,500	1,630	1,875	1,725
906007 IT Enterprise Systems: Info Mgmt 2011	625	900	720	315
906008 IT Network Infrastructure 2011	2,400	1,990	1,740	2,485
906009 IT Enterprise Systems: Content Mgmt 2011	340	480	520	385
906010 IT DesktopComputer,Laptop&Peripheral2011	2,390	2,200	1,570	2,175
906011 IT EnterpriseSystem:Database Mgt&BI 2011	340	420	610	370
906012 IT Enterprise Systems: Web Services 2011	340	420	435	490
906013 IT Enterprise Systems:Sec Services 2011	470	200	260	170
906014 IT Enterprise Systems: SAP 2011	2,020	1,630	1,920	2,065
906015 IT Enterprise Systems: GIS 2011	260	420	490	390
906016 IT Enterprise Systems: IT Svc Mgmt 2011	345	60	75	-
906018 IT Network Email Anti-Spam Firewall 2011	475	-	-	430
906019 IT Business Systems: Class 2011	95	80	95	95
Strategic Initiatives				
905732 SIEP TECH RM (Roadmap)	750	1,230	910	450
Grand Total	24,068	24,138	23,496	21,624

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

2011 Draft Budget

Funding	2011	2012	2013	2014
Information Technology Services				
City Wide Capital	22,968	24,138	23,496	21,624
Water Capital	550	-	-	-
Sewer Capital	550	-	-	-
Grand Total	24,068	24,138	23,496	21,624

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

2011 Draft Budget

Service Area: Communications							
Category	2011 Draft Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Gas Tax	Rate Supported Reserves	Development Charges	Debt
Renewal of City Assets	-	-	-	-	-	-	-
Growth	-	-	-	-	-	-	-
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	9,217	-	9,217	-	-	-	-
Total	9,217	-	9,217	-	-	-	-

Project Information		Financial Details			
905716 SIEP 311 Citizen Centric Services					
Dept:	Information Technology Services	Category:	Strategic Initiatives	Ward:	CW
		Year of Completion:	2011		
<p>This initiative will improve how the City engages, interacts with, and delivers services to citizens. It will provide a single point of access to City information and services, which are organized and presented from the citizen's perspective allowing clients to find the information they need about City services, register for programs, make payments and report and track service requests. The initiative will involve: establishing service standards and agreed upon service levels for all customers across all channels; defining client contact points and redesigning service delivery processes; revamping Ottawa.ca and expanding the number of e-services provided through that channel; implementing integrated technology to support end to end processes including an enterprise client relationship management solution to enhanced service and dynamic tracking (similar to UPS); and implementing an enterprise knowledge repository.</p>	2011 Request	9,217	Unspent Previous Authority		10,817
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	9,217	Development Charges		-
	Gas Tax	-	Debt		-
	Forecast	2011	2012	2013	2014
	Authority	9,217	7,843	5,617	4,847
	Spending Plan	9,217	7,843	5,617	4,847
	FTE's	-	7	5	5
	Operating Impact	(5,890)	(3,111)	148	(367)

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

2011 Draft Budget

Service Area: DCM of City Operations							
Category	2011 Draft Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Gas Tax	Rate Supported Reserves	Development Charges	Debt
Renewal of City Assets	-	-	-	-	-	-	-
Growth	-	-	-	-	-	-	-
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	1,501	-	1,501	-	-	-	-
Total	1,501	-	1,501	-	-	-	-

City of Ottawa
Service Area: DCM of City Operations
In Thousands (\$000)

2011 Draft Budget

Project Information		Financial Details					
905717 SIEP CBMW Community Based Mobile WF							
Dept:	Information Technology Services	Category	Strategic Initiatives	Ward	CW	Year of Completion:	2011
<p>This initiative focuses on making staff more accessible to the clients they serve and improving the effectiveness and efficiency of the service delivery processes by equipping staff with mobile devices and tools so that they: can deliver a broad range of services on-site and report on the progress of these services as they are being delivered. This initiative will require the establishment of more mechanisms to allow secure remote access to critical data, e-mail and enterprise applications. This initiative also incorporates mobile computing projects already underway such as: Mobile Units for Utility Services, In-Vehicle Computing for Paramedics, and Enforcement & Inspections Mobile Computing</p>	2011	1,501	Unspent Previous Authority		4,941		
	Revenues	-	Rate Supported		-		
	Tax Supported/	1,501	Development Charges		-		
	Gas Tax	-	Debt		-		
	Forecast	2011	2012	2013	2014		
	Authority Spending Plan	1,501	3,565	5,469	4,827		
	FTE's	-	4	1	-		
	Operating Impact	(130)	(4,417)	(3,075)	(1,668)		

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

2011 Draft Budget

Service Area: Information Technology							
Category	2011 Draft Capital Budget	Revenues	Tax Supported/ Dedicated Reserves	Gas Tax	Rate Supported Reserves	Development Charges	Debt
Renewal of City Assets	12,600	-	11,500	-	1,100	-	-
Growth	-	-	-	-	-	-	-
Regulatory	-	-	-	-	-	-	-
Strategic Initiatives	750	-	750	-	-	-	-
Total	13,350	-	12,250	-	1,100	-	-

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

2011 Draft Budget

Project Information		Financial Details			
905989 IT Business Systems:Renewal Program 2011					
Dept:	Information Technology Services	Category:	Renewal of City Assets	Ward:	CW
				Year of Completion:	2012
<p>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 these 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. In 2011, this program will continue to address 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.</p>	2011 Request	2,500	Unspent Previous Authority		1,123
	Revenues	-	Rate Supported		1,100
	Tax Supported/ Dedicated	1,400	Development Charges		-
	Gas Tax	-	Debt		-
	Forecast	2011	2012	2013	2014
	Authority	2,500	1,630	1,875	1,725
	Spending Plan	3,623	1,630	1,875	1,725
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-
	906007 IT Enterprise Systems: Info Mgmt 2011				
Dept:	Information Technology Services	Category:	Renewal of City Assets	Ward:	CW
				Year of Completion:	2012
<p>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. In 2011, focus will begin on management of all paper records in the corporation as well as a migration away from Shared Drives, and PST strategies.</p>	2011 Request	625	Unspent Previous Authority		260
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	625	Development Charges		-
	Gas Tax	-	Debt		-
	Forecast	2011	2012	2013	2014
	Authority	625	900	720	315
	Spending Plan	885	900	720	315
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-

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Project Information		Financial Details				
906008 IT Network Infrastructure 2011						
Dept: Information Technology Services		Category: Renewal of City Assets		Ward: CW	Year of Completion: 2012	
<p>This program funds the growth, lifecycle maintenance and replacement of the computer network infrastructure that is common to all City departments.</p>	2011 Request		2,400	Unspent Previous Authority		
	Revenues	-	Rate Supported	-		
	Tax Supported/ Dedicated	2,400	Development Charges	-		
	Gas Tax	-	Debt	-		
	Forecast		2011	2012	2013	2014
	Authority	2,400	1,990	1,740	2,485	
	Spending Plan	2,426	1,990	1,740	2,485	
	FTE's	-	-	-	-	
	Operating Impact	55	45	25	40	
	906009 IT Enterprise Systems: Content Mgmt 2011					
Dept: Information Technology Services		Category: Renewal of City Assets		Ward: CW	Year of Completion: 2012	
<p>The purpose of this project is to sustain the technical aspect of Enterprise Content Management program which supports web site management and Enterprise Information & Record Management initiatives. It is expected that all 9,000 network users will eventually be accessing the ECM solution for electronic document & record management functions over the course of next few years. This project supports the continued rollout of these initiatives as well as required upgrade planning and server lifecycling in 2009, 2010 and early 2011.</p>	2011 Request		340	Unspent Previous Authority		
	Revenues	-	Rate Supported	-		
	Tax Supported/ Dedicated	340	Development Charges	-		
	Gas Tax	-	Debt	-		
	Forecast		2011	2012	2013	2014
	Authority	340	480	520	385	
	Spending Plan	1,180	480	520	385	
	FTE's	-	1	1	1	
	Operating Impact	-	105	110	115	

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Project Information		Financial Details				
906010 IT Desktop Computer, Laptop & Peripheral 2011						
Dept: Information Technology Services		Category: Renewal of City Assets		Ward: CW		
				Year of Completion: 2012		
<p>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 2000 desktops, /laptops, initiate 'green' initiatives (e.g. 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.</p>	2011 Request		2,390			
	Unspent Previous Authority				2,032	
	Revenues		-		Rate Supported	
	Tax Supported/ Dedicated		2,390		Development Charges	
	Gas Tax		-		Debt	
	Forecast		2011		2012	
			2013		2014	
	Authority		2,390		2,200	
	Spending Plan		4,422		2,200	
	FTE's		-		-	
Operating Impact		-		-		
906011 IT Enterprise System: Database Mgt & BI 2011						
Dept: Information Technology Services		Category: Renewal of City Assets		Ward: CW		
				Year of Completion: 2012		
<p>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. In 2011, funds will be used to lifecycle the database and BI servers and software to provide a stable environment to address the City demands.</p>	2011 Request		340			
	Unspent Previous Authority				305	
	Revenues		-		Rate Supported	
	Tax Supported/ Dedicated		340		Development Charges	
	Gas Tax		-		Debt	
	Forecast		2011		2012	
			2013		2014	
	Authority		340		420	
	Spending Plan		645		420	
	FTE's		1		-	
Operating Impact		100		-		

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Project Information		Financial Details			
906012 IT Enterprise Systems: Web Services 2011					
Dept: Information Technology Services		Category: Renewal of City Assets		Ward: CW	Year of Completion: 2012
<p>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. In 2011, 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 and other priority City initiatives as they are identified.</p>	2011 Request	340	Unspent Previous Authority		241
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	340	Development Charges		-
	Gas Tax	-	Debt		-
	Forecast	2011	2012	2013	2014
	Authority	340	420	435	490
	Spending Plan	581	420	435	490
	FTE's	4	-	1	1
	Operating Impact	395	-	110	115
	906013 IT Enterprise Systems:Sec Services 2011				
Dept: Information Technology Services		Category: Renewal of City Assets		Ward: CW	Year of Completion: 2012
<p>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. In 2011, the focus will be on integrating the corporate risk framework with industry recognized business risk measures, and transitioning the information security and technology security unit to this new model.</p>	2011 Request	470	Unspent Previous Authority		194
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	470	Development Charges		-
	Gas Tax	-	Debt		-
	Forecast	2011	2012	2013	2014
	Authority	470	200	260	170
	Spending Plan	664	200	260	170
	FTE's	-	1	-	-
	Operating Impact	-	105	-	-

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Project Information		Financial Details			
906014 IT Enterprise Systems: SAP 2011					
Dept: Information Technology Services		Category: Renewal of City Assets		Ward: CW	Year of Completion: 2012
<p>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. 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. In 2011, 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>	2011 Request	2,020	Unspent Previous Authority		874
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	2,020	Development Charges		-
	Gas Tax	-	Debt		-
	Forecast	2011	2012	2013	2014
	Authority	2,020	1,630	1,920	2,065
	Spending Plan	2,894	1,630	1,920	2,065
	FTE's	-	-	-	-
	Operating Impact	-	-	-	-
	906015 IT Enterprise Systems: GIS 2011				
Dept: Information Technology Services		Category: Renewal of City Assets		Ward: CW	Year of Completion: 2012
<p>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 organization 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. In 2011, 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.</p>	2011 Request	260	Unspent Previous Authority		460
	Revenues	-	Rate Supported		-
	Tax Supported/ Dedicated	260	Development Charges		-
	Gas Tax	-	Debt		-
	Forecast	2011	2012	2013	2014
	Authority	260	420	490	390
	Spending Plan	720	420	490	390
	FTE's	1	2	-	-
	Operating Impact	75	190	-	-

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Project Information		Financial Details				
906016 IT Enterprise Systems: IT Svc Mgmt 2011						
Dept: Information Technology Services		Category: Renewal of City Assets		Ward: CW	Year of Completion: 2012	
<p>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. For 2011, the project will focus on stabilizing service improvement processes, continuing the deployment of ITIL Change Management and implementing additional ITIL process "Problem Management" (how ITS conducts root cause analysis and resolution), defining performance metrics/key performance indicators, and the definition of a service catalogue to enable shared services.</p>	2011 Request		345	Unspent Previous Authority		21
	Revenues	-	Rate Supported		-	-
	Tax Supported/ Dedicated	345	Development Charges		-	-
	Gas Tax	-	Debt		-	-
	Forecast	2011	2012	2013	2014	
	Authority	345	60	75	-	-
	Spending Plan	366	60	75	-	-
	FTE's	-	-	-	-	-
	Operating Impact	-	-	-	-	-
	906018 IT Network Email Anti-Spam Firewall 2011					
Dept: Information Technology Services		Category: Renewal of City Assets		Ward: CW	Year of Completion: 2012	
<p>This program will fund upgrading and replacing the existing end-of-life Secure E-mail Gateway appliances with current technology, to safeguard the City network from millions of unsolicited ('spam') email messages as well as numerous malicious messages containing viruses or links to security risk / dangerous websites.</p>	2011 Request		475	Unspent Previous Authority		-
	Revenues	-	Rate Supported		-	-
	Tax Supported/ Dedicated	475	Development Charges		-	-
	Gas Tax	-	Debt		-	-
	Forecast	2011	2012	2013	2014	
	Authority	475	-	-	430	-
	Spending Plan	475	-	-	430	-
	FTE's	-	-	-	-	-
	Operating Impact	-	-	-	-	-

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Project Information		Financial Details				
906019 IT Business Systems: Class 2011						
Dept: Information Technology Services		Category: Renewal of City Assets		Ward: CW	Year of Completion: 2012	
<p>This program will fund professional services needed to assist with sustainment workload 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.</p>	2011 Request		95	Unspent Previous Authority		-
	Revenues	-	Rate Supported	-	-	-
	Tax Supported/ Dedicated	95	Development Charges	-	-	-
	Gas Tax	-	Debt	-	-	-
	Forecast	2011	2012	2013	2014	
	Authority	95	80	95	95	
	Spending Plan	95	80	95	95	
	FTE's	-	-	-	-	
	Operating Impact	-	-	-	-	
	905732 SIEP TECH RM (Roadmap)					
Dept: Information Technology Services		Category: Strategic Initiatives		Ward: CW	Year of Completion: 2011	
<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 Excellence initiatives (Service Innovation and Efficiency), technology designed to achieve internal efficiencies of the IT environment and support the day-to-day business of the city (IT Operations), and foundational technology required to support service excellence initiatives and reduce the risk of service interruption by modernizing an aging infrastructure (Renewal).</p> <p>In 2011, specific initiatives funded from this account include: completion of migration to multi-function printing devices and data centre modernization; ongoing work on virtual desktop infrastructure (VDI), desktop software consolidation, data storage renewal; and new investments to enhance Internet filtering and establish a</p>	2011 Request		750	Unspent Previous Authority		1,252
	Revenues	-	Rate Supported	-	-	-
	Tax Supported/ Dedicated	750	Development Charges	-	-	-
	Gas Tax	-	Debt	-	-	-
	Forecast	2011	2012	2013	2014	
	Authority	750	1,230	910	450	
	Spending Plan	750	1,230	910	450	
	FTE's	-	-	-	-	
	Operating Impact	(45)	(145)	(50)	-	

**City of Ottawa
Information Technology Services
Capital Works-in-Progress (at September 30, 2010)**

2011 Draft Budget

Project Number & Description	Authority	Total Expenditures & Commitments	Unspent Balance
City Manager's Office			
905717 SIEP CBMW Community Based Mobile WF	5,400	(459)	4,941
	5,400	(459)	4,941
Communications & Customer Services			
905716 SIEP 311	12,000	(1,183)	10,817
	12,000	(1,183)	10,817
General Government			
905734 SIEP Sponsorship & Advertising	300	(163)	137
	300	(163)	137
Information Technology			
901052 IT OPL Telephone System Lifecycle-2005	700	(675)	25
903561 IT Lifecycle Renew Bus App 2 2009	850	(857)	(7)
904178 IT Lifecycle Renew-Network Infrastruct07	1,479	(1,482)	(3)
904179 IT Lifecycle Renewal - Telecom Systems07	1,590	(1,314)	276
904184 IT Lifecycle Renew Bus App 2010	1,210	(80)	1,130
904188 IT Security & Business Continuity-2007	140	(141)	(1)
904554 IT Lifecycle Renew Network Intrastruct08	990	(1,006)	(16)
904555 IT Lifecycle Renew Telecom Systems 2008	1,190	(1,190)	-
904557 IT Sustain Database & Business Intell 08	380	(248)	132
904560 IT Sustain Electronic Info Tech 2008	480	(455)	25
904562 IT Electronic Records & Info Program2008	1,050	(953)	97
904563 IT Security & Business Continuity 2008	110	(112)	(2)
904565 IT Sustainment GIS Technology 2008	527	(490)	37
904605 IT Server Virtualization 2010	1,000	(1,000)	0
904921 IT Lifecycle Renew Network Infr 2009	1,260	(1,195)	65
904922 IT Lifecycle RenewTelecom Sys 2009	1,540	(1,539)	1
904923 IT Lifecycle Renew Comp/Periph 2009	1,940	(1,685)	255

**City of Ottawa
Information Technology Services
Capital Works-in-Progress (at September 30, 2010)**

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Project Number & Description	Authority	Total Expenditures & Commitments	Unspent Balance
904924 IT Sustain Database & Bus Intell 2009	270	(41)	229
904925 IT Sustain Web Based Svs Tech 2009	430	(414)	16
904926 IT Sustain Elect Info Tech 2 2009	370	(257)	113
904928 IT Elec Records & Info 2009	460	(200)	260
904929 IT Security & Bus Cont 2009	210	(210)	0
904930 IT Sustain SAP Tech 2009	1,730	(1,713)	17
904931 IT Sustain GIS Tech 2009	650	(164)	486
904932 IT Service Mgt ITSM 2009	370	(370)	(0)
905022 ITEG eGovt	50	(42)	8
905023 IT Lifecycle Renew Network Inf 2010	1,975	(1,996)	(21)
905375 ITEG SAP Licensing	3,990	(3,649)	341
905376 ITEG eMedia	90	(40)	50
905377 ITEG Business Intelligence Strategy	250	(253)	(3)
905378 ITEG Integrated Infrastructure Mgmt Sys	4,520	(535)	3,985
905680 IT Sustain Electronic Info Tech 2010	840	-	840
905685 IT Lifecycle Renew Comp/Periph 2010	4,100	(2,068)	2,032
905686 IT Sustain Database & Bus Intell 2010	305	-	305
905687 IT Sustain Web Based Svs Tech 2010	580	(339)	241
905689 IT Security & Business Continuity 2010	370	(176)	194
905690 IT Sustain SAP Technology 2010	1,710	(836)	874
905691 IT Sustain GIS Technology 2010	460	-	460
905692 IT Service Management ITSM 2010	230	(209)	21
905695 IT eGovernment Technology	250	-	250
905709 IT Performance Measurement (TCO) 2010	100	-	100
905720 IT Strategic Plan Refresh 2010	120	-	120
905732 SIEP TECH RM (Roadmap)	1,500	(248)	1,252
	42,366	(28,182)	14,184
Grand Total	60,066	(29,986)	30,080

