Information and Technology

2024–2027 Business Plan and 2024 Budget

Region of Peel
working with you

Executive Summary

Mission: To create an enhanced digital experience by supporting the adoption of digital practices with secure, reliable, and modern technologies.

Services we provide:

- **Resident Digital Services:** Deliver a portfolio of new digital services for residents and partners.
- **Workforce Enabling Services:** Create a connected and engaged workplace.
- **Governance and Service Management:** Provide strategic guidance & support for all technology related services. Support and prioritize technology implementations.
- **Content and Data Analytics:** Enable informed decisions through research, business analytics & open data.
- **Enterprise Platforms and Business Solutions:** Design, develop, implement and operationalize technology solutions.
- **Infrastructure, Connectivity and Operations:** Provide reliable IT infrastructure and protect regional technology assets.
- **Strategy and Architecture:** Establish & execute IT policies, standards, and strategies.
- **Cybersecurity:** Operations, structure and processes essential to preventing, detecting, and responding to threatening events.

Interesting facts about this service:

- More than 125 terabytes of digital data are managed across our enterprise systems; roughly equal to the combined floor area of five Toronto Reference Libraries or 50 million books.
- Over the past 12 months, more than 32.6 million emails were received, of which 54.7% (17.8 million messages) contained cyber security threats.
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- The Public Sector Network (PSN) is a state-of-the-art fiber network co-owned by the Region of Peel, Mississauga, Brampton, and Caledon. With over 800 kilometers of fiber - the distance of almost 1,450 CN towers stacked on top of each other.

Highlights of the Business Plan include:

- Investments focused on technology to sustain services and protect infrastructure aligned with Council Guiding Principles.
- Ongoing digitization of priority resident-facing services.
- Investments that ensure the management of cybersecurity risks, and risks related to critical systems failure.

Net Investment ($000s)	2024	2025	2026	2027
Operating	14,228	15,037	15,266	15,483
Capital	23,424	17,232	18,306	16,409
Full Time Equivalents	191.0	195.0	195.0	195.0

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

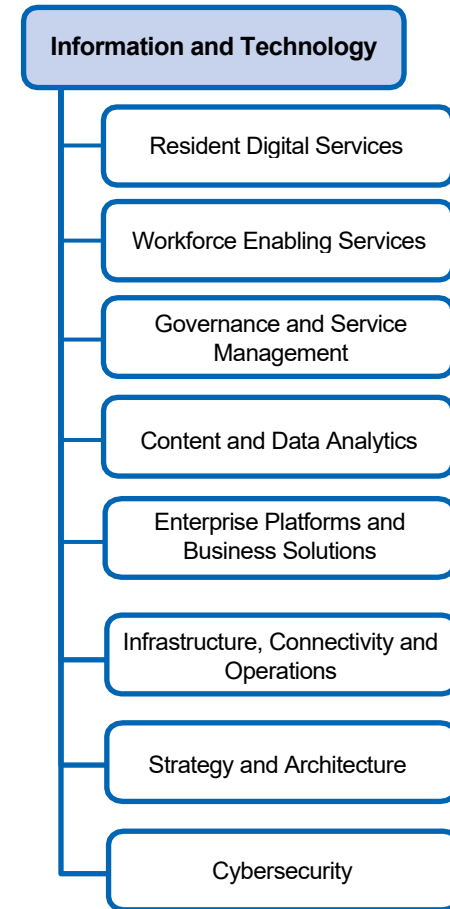### Vision

Enabling digital government through technology.

Mission

To create an enhanced digital experience by supporting the adoption of digital practices with secure, reliable, and modern technologies.

Goals of Service

1. Deliver a unified, end-to-end digital experience developed from the customer's point of view, accessible anywhere, anytime, and from any device.
2. Connect siloed and underutilized data by embedding it into service and operations to enable action-oriented decisions.
3. Implement technology infrastructure that balances security and privacy needs, with the ability to flex capacity according to demand.
4. Create training programs to focus on digital competencies and develop talent models to access in-demand skills.
5. Implement and digitize processes that produce improved outcomes and free up resources for higher value actions.

Service Delivery Model

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Information and Technology
├── Resident Digital Services
├── Workforce Enabling Services
├── Governance and Service Management
├── Content and Data Analytics
├── Enterprise Platforms and Business Solutions
├── Infrastructure, Connectivity and Operations
├── Strategy and Architecture
└── Cybersecurity
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Service Levels and Trends

The Information and Technology Service Area is responsible for the planning, management and effective delivery of IT solutions and services that support the Region's goals and objectives.

Service Levels

Resident Digital Services: Deliver a portfolio of new digital services for residents and partners by enabling easy and efficient access improving the service experience for residents and partners.

Workforce Enabling Services: Create a connected and engaged workplace by delivering modern business solutions such as collaborating/productivity tools and connected computing devices.

Governance and Service Management: Provide strategic guidance and support for all technology related services by supporting and prioritizing technology implementations through IT Governance Board.

Content and Data Analytics: Enable informed decisions through research, business analytics and open data.

Enterprise Platforms and Business Solutions: Design, develop and implement technology solutions by operating, supporting, and modernizing enterprise and business applications/platforms.

Infrastructure, Connectivity and Operations: Provide reliable IT infrastructure and protect regional technology assets from all security threats.

Strategy and Architecture: Establish and execute IT policies, standards, and strategies by delivering sustainable, secure, and compliant solutions.

Cybersecurity: Operations, structure and processes essential to preventing, detecting, and responding to threatening events.

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Trends

Over the past year, the Region's digital landscape has evolved significantly, spurred by ongoing advancements and the lessons learned from the COVID-19 pandemic. We continue to be ready to support the organization with its post-COVID-19 response.

Artificial Intelligence (AI) is reshaping how governments interact with their citizens, offering predictive analytics, enhanced decision-making, and personalized experiences. This innovation, coupled with the adoption of Robotic Process Automation (RPA), is streamlining operations by automating repetitive tasks, enabling Region of Peel employees to focus on value-added activities.

Given the increase in digital interactions, our emphasis on cybersecurity has deepened. We're making a concerted effort to enhance our security posture through industry-standard practices while cultivating a culture anchored in cyber-awareness.

The continued adoption of a Cloud First strategy underscores our commitment to agility, resilience, and prompt service deployment.

Furthermore, the Region is heavily investing in a Regional Platform Strategy to develop interconnected systems that provide a seamless user experience, integrate various data sources, and promote inter-departmental collaboration. This consolidated approach is aimed at enhancing service delivery, catering to evolving resident needs, and ensuring that the Region remains at the forefront of technological innovation.

Performance Measures and Results

The Region of Peel is committed to delivering Information and Technology services economically and efficiently. IT performance measures are used to assess how well the Region is doing at achieving its technology goals and where we need to improve operations. The results also inform decision-making and strengthen accountability. Below are the measures tracked to assess the performance of the Information and Technology Services grouped into four key areas: Financial, Customer, Employee and Business Process.

Financial Measures

Benefit Realization Indicators*: These are measures of the business value that IT projects are expected to deliver to the organization. Examples of expected benefits include increased revenue, cost savings. improved financial return on investment and reduced technical debt. For example, over $5 Million in annual savings are generated through the Public Sector Fibre Network.

Customer Measures

Number of users of the Region of Peel Open Data Portal and the number of downloads from the Open Data Portal: This measures the uptake of the publicly available data sets that can be used for application development or reports. This metric demonstrates the Region's effort to enhance transparency and promote data sharing while reducing staff time to fulfill data requests. Since the beginning of this year, there have been over 40 million API (application programming interface) hits in the Open Data Site resulting in almost 3,000 downloads by over 22,000 users.

The Region's Census Hub has 3,500 unique users in the first 7 months of the year that used the self-service tool to find more information about Peel and its residents.

Other Customer Measures include Improved user experience, increased client satisfaction and improved service levels.

Employee Measures

Percent of employees agreeing that they have the tools and technology they need to do their job well: This shows how the Region's workforce modernization strategy is working. It's also an indicator of the Region's workforce enablement. Since the pandemic, 80 percent of office-based workforce have been enabled to work remotely. From a recent employee survey conducted in May 2022, 74 percent of Region of Peel employees affirmed that they have the tools and technology they need to do their jobs well.

Percent of employees agreeing that they have the tool and equipment/technology to do their job well: This demonstrates the effectiveness of the Region's technology infrastructure. It's also an indicator of employees effectively managing their workloads. Based on a survey of Peel employees in May 2022, 73% of employees affirmed that they have the tools and equipment/technology needed to perform their jobs well.

Business Process Measures

IT Help Desk First Call Resolution (FCR): This is the percentage of calls that are resolved in one phone call. It measures the ability to resolve customer issues on the first attempt, with no follow-up needed. FCR is a measure of how effectively IT help desk conducts its business and is a function of the complexity and types of transactions handled, the experience of IT service agents, the quality of agent training, and tools such as knowledge management and remote control. It's an indicator of service efficiency. 75 percent of IT help desk calls/tickets were resolved on the first attempt with no follow-up needed. This is well above the industry average of about 60%. Total number of tickets processed by IT in 2022 was 47,733.

Other Business Process metrics include:

- The number of service requests and business cases reviewed by the IT Governance Boards, which demonstrate the volume of client requests and decision-making handled by the Boards. Since the launch of the IT Intake and Prioritization Process in 2019, to date, its governance boards have processed 277 Service Requests for IT projects and initiatives.

- System stability indicators such as email threat prevention metrics and Incidences of major security events, which demonstrates the effectiveness of the Region's cybersecurity program. For example, over 99.99 percent of email messages coming into the Regional network are blocked due to email SPAM, viruses, and other threats. In the past 12 months 735 cyber threats were prevented.

Awards and Achievements

Awards

Innovation in GIS Award presented to the Peel Data Centre at the BeSpatial/Urisa Ontario Annual Conference on May 3, 2022

This award is presented to individuals or organizations who demonstrate innovation in a geospatial and information related application including analytics, technology, visualization, or smart initiatives. Staff won this award for their work on the Region of Peel's innovative Census Information Hub which is a central location for Census data in Peel. Census data helps residents and stakeholders with making informed decisions which impact their daily lives.

ICMG Architectural Excellence Award

Region of Peel won top awards at the ICMG Enterprise & Digital Architecture Ratings & Awards competition. The Region won for "Best Digital Architecture in Local Government" and in the "Enterprise Architecture" category. These awards recognize The Region of Peel as a worldwide leader in creating digital solutions for delivering services to residents and businesses.

Peel Celebrates Employee Program

On June 8, 2023, Peel Region celebrated employees and the outstanding work they do every day and the impact they make in our organization and in the community. This year, 140 award recipients, selected from 685 employee nominees, were recognized across 12 award categories. Two teams in IT won awards:

Innovate Award

The Robotic Process Automation project team was presented the Innovate Award for their leadership and contributions to successfully innovate, improve service, and create efficiencies by challenging current processes and practices. through new creative approaches.

We All Belong Award

This award was presented to the Women in IT who made an impact on and advocated for diversity, equity, and inclusion ("DEI") in the workplace. They have contributed to a cohesive organizational culture that is open, dynamic, collaborative, innovative and inclusive, and to a community that embraces accessibility, diversity, and inclusion. Their guiding principles are to support courageous conversations, encourage women to become IT leaders, and provide opportunities to pay it forward through mentorship, allyship and sponsorship.

Achievements

Salesforce Case Study

Peel stands at the forefront as the pioneering municipality to implement and harness the full potential of the Salesforce CRM platform. Unlike any other municipality, we have not only adopted but architectured this technology to suit our specific needs.

The Region of Peel was showcased by Salesforce as a case study, highlighting our achievements in service delivery through the delivery of over 36 different applications that included digitizing, streamlining, and modernizing everything from individual forms to geospatial mapping integrations and workforce productivity tools.

Robotic Process Automation Case Study

Peel Region introduced Robotic Process Automation to empower employees, transform business processes, and improve service delivery to residents. Robotic Process Automation automates manual and repetitive tasks and streamline complex business processes. With its user-friendly interface, scalable architecture, and advanced features like machine learning and artificial intelligence there is opportunity to achieve greater operational efficiency, enhanced productivity, and exceptional customer experiences.

Microsoft Case Study: Employee Productivity Hub

The Regional Municipality of Peel (Region of Peel) went through a digital transformation that increased productivity while facilitating collaboration using Microsoft solutions. The government depends on frontline workers to provide services to more than 1.5 million residents. It wanted to improve experiences for both employees and residents by modernizing its technology.

The Region of Peel was already using Microsoft 365 for various tasks and realized that it could use this and other Microsoft offerings to make it easier for employees to collaborate remotely. The government also enhanced its security, stopping 10,000 emails with viruses or malicious URLs in 12 months.

Digital Peel- Website Frontend design, Digital Forms, and End-to End Digital Services

Customers expect almost all government services to be online and be quick and easy to access. Working with IT, Service Experience and Digital Communications is contributing to the Digital Peel program mission, "To provide digital services to residents to meet their needs". Digital Peel intends to deliver improved ease of access to our services, and to provide a better customer experience through the modernization of technology platforms and support models.

Shifting our website from an organization-based structure to one that is service-based. By Q4-2023 we expect all 105 standardized service webpages to be complete, in addition to 20+ dynamic digital forms to replace outdated webforms and high-volume PDF forms. This is a major step in making Peel Region a digital government. Service pages will provide residents with a consistent user experience, helping them find important service information quickly, such as eligibility, fees, how to apply or initiate a service, and contact information.

Content Intelligence team presented at the Municipal Innovation Conference from the Institute of Public Administration of Canada and will have a case study published in 2024 for their work in developing the COVID Incident Reporting for Schools smart form and process management solution.

Information Management successfully completed a total of 100 small to mid-size initiatives covering areas such as data and content intelligence.

Business Intelligence deployed Azure Purview into production and completed the scanning of Human Services data warehouse classifying the data tables within Purview.

Enterprise GIS- Azure switchover from Amazon. Providing testing, bug reports, and feedback for deployment of the platform in 2023.

Business Intelligence for the first time in the organization, enabled direct data pull and refresh out of Hansen.

Integrated IBM Maximo using PowerBI, developed data flows and pushed to production to streamline RPAM reporting and analytics.

Five 9 Archiving Process: Established a scheduled data archiving process from FIVE9 system to Azure Data Lake to meet provincial regulatory compliance.

Completion of other projects and initiatives by the IT Project Management Office (PMO):

- Early Years Funding Grants Management (GovGrants)

- Kubra Portal for Water Billing

- The Application Portfolio Management program was launched in 2022 to keep the Region's key software applications in good functional and technical condition.

- The IT Solutions Quality Management program was launched in 2023 to ensure excellence through quality assurance in IT solutions.

The 2024 -2027 Business Plan Outlook

Planning for the Future

Digital Government

Resident expectations are constantly shifting as they're looking for increasingly personalized and seamless experiences. A truly digital government is designed and operated to take advantage of data and technology to create, optimize and transform digital government services. To help meet these changing expectations, the IT Service Area will be delivering on key strategic initiatives over the next few years to accelerate the transition to a digital government.

Remediating Technical Debt

To deliver better digital services, we need to continue to modernize our IT infrastructure and systems. IT has made progress in this area by investing in modern, secure cloud-based solutions and by continuing to partner with different parts of the organization to modernize applications.

Strengthening the overall health of the Region's application portfolio by phasing out legacy solutions that are divergent from architectural best practices and present challenges to digital modernization will maximize the effectiveness and value of our technology. To advance this focal point, the IT Service Area has established an Application Portfolio Modernization program to de-risk the technology environment by assessing the inventory of software assets and identifying an effective approach to rationalize and modernize the application portfolio.

Service Delivery

A successful digital government is committed to continuously improving service delivery. To enable this service delivery model requires moving away from IT systems that are designed and built independently from one another to a model that relies on common components to deliver common business capabilities. This shift will allow government services to be more accessible, flexible and deliver a consistent user experience, as these services will be supported by digital platforms that provide the agility and flexibility to deliver consistent service delivery quality across the organization. Our Platform Rationalization and Integration strategy will allow us to build on our core enterprise platforms and is supported by established IT policy and technical standards that are embedded into our IT governance framework. The results of our Digital Services Team service delivery pilot in collaboration with Public Works will also inform the methods by which our staff work can work most effectively with our internal clients; and identify key skill sets required for our work force of the future.

Supporting the Transition (Bill 112)

IT will assume a central and vital role in managing the impacts of the Bill 112 transition on the services provided by the Region of Peel. Ensuring the protection, integrity, and security of the technology, along with our environment, applications, and data, will be of paramount importance. This encompasses maintaining service continuity throughout the transition period, all the while upholding the security, stability, and integrity of our platforms and data.

Intergovernmental Partnership to Improve Digital Infrastructure and Address the Digital Divide

The digital divide is the gap between households who have reliable and affordable access to digital technologies and internet that meets the minimum standard for high speed, and those who do not. The Region of Peel together with its GTHA municipal partners are advocating for key policy, legislative and regulatory changes, as well as investments in broadband that could be made by the provincial and federal governments to address residents' inability to access high-speed internet that impairs their ability to participate in the economy, receive essential services such as education and healthcare, and participate fully in their communities.

Empowering AI Integration: Navigating the Future of Digital Services in the Region of Peel

As we set our sights on refining our resident digital services in 2024, it's essential that we harness the potential of AI (Artificial Intelligence) in a judicious and responsible manner. With this vision, we will be conducting strategic AI pilots anchored firmly in our Platform Strategy.

These initiatives will represent more than mere technological advancements; they will seek to redefine citizen interactions through predictive insights and personalized experiences. Beyond immediate operational benefits, these pilots will offer vital insights into the data, privacy, policy, and security implications associated with AI. As AI is poised to reshape the future of digital service delivery, the Region of Peel remains committed to navigating this evolving landscape responsibly, ensuring that the integration of technology and governance benefits all residents.

Finding Efficiencies

Continuous Improvement

The objective of the Region's Continuous Improvement Program is to optimize service delivery and maximize value for tax dollars spent. The completion of continuous improvement initiatives positively impacts client experience, employee engagement, cost savings and cost avoidance.

Highlights of improvements completed include:

Robotic Process Automation (RPA): RPA is a technology solution that automates highly manual, repetitive, rule-based processes that handle huge volumes of data.

Three business areas participated in the RPA pilot to support a business process. In Paramedics, the task of reviewing paramedic drivers' abstracts proved major improvement benefits. With RPA technology it reduced processing time—sorting, organizing, and checking of drivers' abstracts by approximately 80%. It also transformed a week of work to just seven hours. RPA allows cost reduction, greater accuracy, delivery speed and free's up staff to focus on solving problems, improving processes, conducting analysis and other value-added tasks resulting in higher employee engagement.

Digital Forms: Digitized 14 resident online/webforms with Salesforce Technology and digital design best practices. The new digital forms reduce security risks, enable process efficiencies, ensure accessibility, and create a better customer experience. The online forms will allow residents to initiate a call to action- to apply for, to pay for, to book an appointment. The 14 new digital forms are the first examples of Digital Peel's mission to become a digital government to meet the service expectations and digital needs of residents. Success story of improve resident experience, improved cycle times and improved quality with auto notifications, better presentation of data and integration of data.

Hybrid Meeting Rooms: Over 75% of meetings rooms have hybrid meeting technology. Various technology solutions were introduced to enable a flexible hybrid workforce. Technologies improve quality of hybrid meeting connection and collaboration.

Cyber Security Risk Dashboard: Created a consolidated view of security performance to report on events and vulnerabilities. Monthly performance on asset controls, identity and access controls, endpoint protection, advanced threat protection, security patch management, content filtering, regulatory compliance, and cybersecurity awareness training.

Business Dashboards and Web Maps Rollout: Utilizing the Enterprise GIS and BI platforms to provide data and information to the public in interactive and easy-to-use formats. These applications will allow us to release standardized tools quickly, such as a ward profile dashboard for staff, councillors, and citizens to learn more about our wards and our joint project with PAMA providing interactive maps tied to new exhibitions.

Since 2023, IT's efforts in streamlining processes, leveraging digital forms, and effectively managing content yielded an estimated cost avoidance of $100K for the organization.

IT Governance

The IT Service Area manages a large portfolio of IT projects and has established an IT Governance system that provides a set of processes for collecting, assessing, ranking, monitoring, and managing all potential projects. The goal is to support both operational managers and higher-level decision makers in the selection, prioritization, planning, scheduling, and management of projects to maximize value for the organization.

The management of the IT portfolio continues to mature and has translated into:

- Clear definitions of the roles, responsibilities, and accountability of everyone involved.
- Compliance to legal, regulatory, and policy standards and requirements.
- Improved cohesion and alignment across teams and stakeholders Enhanced visibility to the project activity thanks to clear reporting.
- Greater organizational flexibility and responsiveness, as the governance system also provides guidelines regarding the adaptation of the process to changing needs or requirements.
- Dashboard created to easily search for service requests and decisions on those requests presented to the boards.
- Information Management defined and deployed 19 data standards and procedures.

Transforming Our Business with Technology

Deliver a unified, end-to-end digital experience:

Digital Peel Program: Digitalization of services that meet client needs, are easy to use, and provide an enjoyable user experience and offer sound business improvement benefits. The delivery of digital services will result in a significant improvement in customer experience, replace duplicate applications with a core standard application and result in cost savings by automating business processes and shifting client inquiries from higher-cost channels (mail, in-person, phone, email) to lower-cost, digital self-service.

Electronic Medical Record: Increase Public Health's capacity for data collection, use, analysis and reporting to enhance internal and external communication, provide another channel for public health surveillance, and facilitate performance management and program evaluation for the purposes of program improvement.

Peel Data Centre: Migrating enterprise geospatial database from the Amazon to Azure platform, including providing address, intersection, and street data to the EAM platform to enable infrastructure data and work orders to be tied to physical locations.

Maximize employee and technological capabilities:

Project Ecosystem: Project EcoSystems' core purpose is to improve the effectiveness of our organization and address the technology risk of our current portfolio of PeopleSoft applications that are at end-of-life. The implementation of SAP, our new Enterprise Resource Planning (ERP) system will benefit both the Region of Peel and Peel Regional Police.

To minimize the change experienced by employees and reap the benefits of SAP, we have developed a phased roll out of modules for Human Resources, Finance and Procurement that will spread over the next several years. This approach will also allow us to improve and build on the system based on real-work experiences and user feedback. And it gives us the option to tailor the implementation to meet the transitional goals for a future state organization.

The initial phase of this project will primarily focus on the SAP modules that support Payroll. The key objective is to mitigate the risk of PeopleSoft HRMS software and infrastructure failure. By doing so, we will ensure that our most valued assets, our employees, will continue to receive their pay and benefits seamlessly throughout the entire transition period. The launch date for the "out of the box" SAP modules that support Payroll is set for September 2024.

In 2022, some interesting statistics about Ecosystem Program:

- 12,824 T4s were produced for Peel and Peel Police
- Average number of deposits per pay run was 10,059 for Peel and Peel Police
- Number of expense claims processed was 6,368
- Number of vendor payments processed was 39,348
- $1.3 Billion in Purchase Order (PO) and Vendor Contracts were completed by Procurement

Enterprise Asset Management (EAM): In partnership with Finance and like Project Ecosystem, this is one of the transformation of Finance Service Delivery Projects. EAM's objective is to increase the Region of Peel's level of maturity in Asset Management (AM) through corporate initiatives including acquiring a modern and integrated EAM system (Maximo) to manage assets effectively across departments.

The implementation of a new Enterprise Asset Management Technology platform to capture efficiencies, align functionality and enhance infrastructure effectiveness to support service delivery. The platform was initially introduced within the Real Property Asset Management division, and the subsequent phase of the EAM project will proceed as scheduled, aligning with business unit readiness.

Following the Phase 1 deployment, the implementation team will transition to IBM Maximo Application Suite (MAS) 8.x. Business units that are part of Phase 2 will be configured in MAS 8.x. Some interesting statistics about EAM:

- More than $36 Billion of Assets
- More than 500,000 annual work orders processed
- More than 200,000 service requests

Robotic Process Automation: A technology that automates highly manual, repetitive, rule-based processes that handle huge volumes of data. Automating these types of repetitive, high-volume tasks, will deliver measurable benefits such as cost reduction, greater accuracy, delivery speed and will free-up staff to focus on solving problems, improving processes, conducting analysis and other value-added tasks resulting in higher employee engagement.

Workforce Enablement Program: Enable and empower employees to work securely and productively with the right cost-effective technology from any location. Providing mobile access to data and applications will support staff to deliver better services to the public and provide operational resilience and business continuity during times of disruption.

E-Signature: Enable both internal and external users to electronically sign and approve legally binding documents and agreements. The e-signature solution will improve document archiving, accessibility, and compliance, as well as increase staff productivity and internal efficiencies.

Electronic Medical Record: Increase Public Health's capacity for data collection, use, analysis and reporting to enhance internal and external communication, provide another channel for public health surveillance, and facilitate performance management and program evaluation for the purposes of program improvement.

Business Intelligence: Enabled data migration from Oracle Hansen to on-prem SQL database with Power BI front-end, for a total of 57 unique datasets including Water and wastewater datasets; Roads and transportation; Fleet datasets and Address datasets.

Content Intelligence is assisting clients of Peel to migrate all their content from an on-premises solution into a robust, cloud-based solution with advanced records retention, audit, and innovative features.

Maintaining our Infrastructure

To ensure our infrastructure is responsibly maintained, we must define a reasonable state of good repair and set priorities to maintain existing service levels. This involves addressing technology and security risks associated with outdated infrastructure.

Highlights of the major infrastructure repair projects for the 2024 Capital Budget include:

Computer Hardware and Software Asset Management: Implementation of new functionality for the management of IT hardware and software assets. These new capabilities will provide the ability to track and manage the full lifecycle of assets, as well as optimize manual processes and improve the reliability and accuracy of IT asset information.

Replace and Reduce Printer Fleet: Reduction in the number of printers to significantly reduce paper usage and adapt to a workforce that is mostly remote or hybrid resulting in printers being underutilized.

Replace Core Network equipment: Replace the core network communication equipment to introduce increased bandwidth and throughput of the network.

IT Security Assessment: To assess the Regions security controls against security best practices and provide risk-based recommendations for areas of improvement.

Azure switchover from Amazon. Providing testing, bug reports, and feedback for deployment of the platform in 2023

Voice Modernization: To enable all Regional employees with the capability to call out and receive calls from outside parties by leveraging the Region's Microsoft 365 platform to replace the current legacy telephony solution.

Continuous Computer Replacement: Onboard a new hardware and services vendor and establishes new processes and procedures to support and facilitate operationalizing Computer Replacement on a continuous basis.

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2024-2027 Business Plan. Information is provided by major expenditures and revenue. The costs to maintain existing service levels and operationalize prior decisions are identified in the base budget changes separately from proposed changes. The budget for 2023 was $13.6 million and the proposed budget for 2024 is $14.2 million.

Net Expenditures: $14.2 million (Total Expenditures: $14.9 million)

Description	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	$ Change Over 2023	% Change Over 2023
Operating Costs	13,006	16,205	17,235	1,030	6.4%
Labour Costs	29,513	25,946	27,074	1,128	4.3%
Reserve Contributions	12,299	11,734	11,734	-	-
Debt Charges	-	-	-	-	-
Grant Payments	-	-	-	-	-
Facility, IT, HR and other support costs	1,595	2,376	2,544	168	7.1%
Recoveries	(45,291)	(42,002)	(43,692)	(1,691)	4.0%
Total Expenditures	**11,121**	**14,260**	**14,895**	**635**	**4.5%**
Grants and Subsidies	(356)	-	-	-	-
Supplementary Taxes	-	-	-	-	-
Fees and Services Charges	(630)	(393)	(395)	2	(0.5)%
Transfer from Development Charges	-	-	-	-	-
Contributions from Reserves	(9)	(276)	(276)	-	-
Total Revenues	**(995)**	**(669)**	**(667)**	**2**	**(0.3)%**
Total Net Expenditure	**10,126**	**13,591**	**14,228**	**637**	**4.7%**

Note: May not add due to rounding.

2024 Operating Budget Pressures

$'000	Total Expenditures	Total Revenue	Net Cost 2024 vs 2023	
2023 Revised Cost of Service	**14,260**	**669**	**13,591**	**%**
Cost Of Living				
Labour Costs	964	-	964	
Goods and Services	301	-	301	
Base Subsidy/Recoveries				
Updated allocation to Tax and Utility services and Peel Living	(1,691)	-	(1,691)	
Adjustment to user fees and other recoveries	-	(2)	2	
Cost Mitigation				
Efficiencies from the ongoing review of budgets	(286)	-	(286)	
Other Pressures[1]				
Software licenses and support	830	-	830	
Operating impact of capital: software licenses and support	350	-	350	
Base Budget Changes Subtotal	**469**	**(2)**	**471**	
Service Level Demand[2]				
Budget Request #90 - Information and Technology Security Architect	167	-	167	
Service Level Changes Subtotal	**167**	**-**	**167**	
Total 2024 Budget Change	**635**	**(2)**	**637**	
2024 Proposed Budget	**14,895**	**667**	**14,228**	**4.7%**

Note: May not add up due to rounding

Operating budget pressure notes:

Other Pressures[1]
- Cost increases are due to the increased use of technology to support service delivery, digital advancements across the enterprise, and inflationary cost pressures.

Service Level Demand[2]
- A summary of all the budget requests can be found on page L-28 followed by a two-page budget request for each proposed initiative.

Staffing Resources to Achieve Level of Service

Sub Service	2023	2024	2025	2026	2027
Content and Data Analytics	26.0	26.0	26.0	26.0	26.0
Cyber Security	7.0	7.0	8.0	8.0	8.0
Enterprise Platforms and Business Solutions	28.0	29.0	30.0	30.0	30.0
Governance and Service Management	23.0	25.0	26.0	26.0	26.0
Infrastructure, Connectivity and Operations	61.0	61.0	62.0	62.0	62.0
Resident Digital Services	18.0	18.0	18.0	18.0	18.0
Strategy and Architecture	7.0	5.0	5.0	5.0	5.0
Workforce Enabling Services	20.0	20.0	20.0	20.0	20.0
Total	190.0	191.0	195.0	195.0	195.0

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)

2024 Gross Expenditures & Funding Source (In $M)

Gross Expenditures $58.6M
- Labour Costs, $27.1, 46%
- Contribution to Reserves, $11.7, 20%
- Operational Costs, $18.1, 31%
- Leveraging the Private Sector, $1.7, 3%

Total Funding $58.6M
- Fees & Services Charges, $0.4, 1%
- Current Recoveries, $41.2, 70%
- Regional Tax, $14.2, 24%
- Reserves, $0.3, 1%
- Capital Recoveries, $2.5, 4%
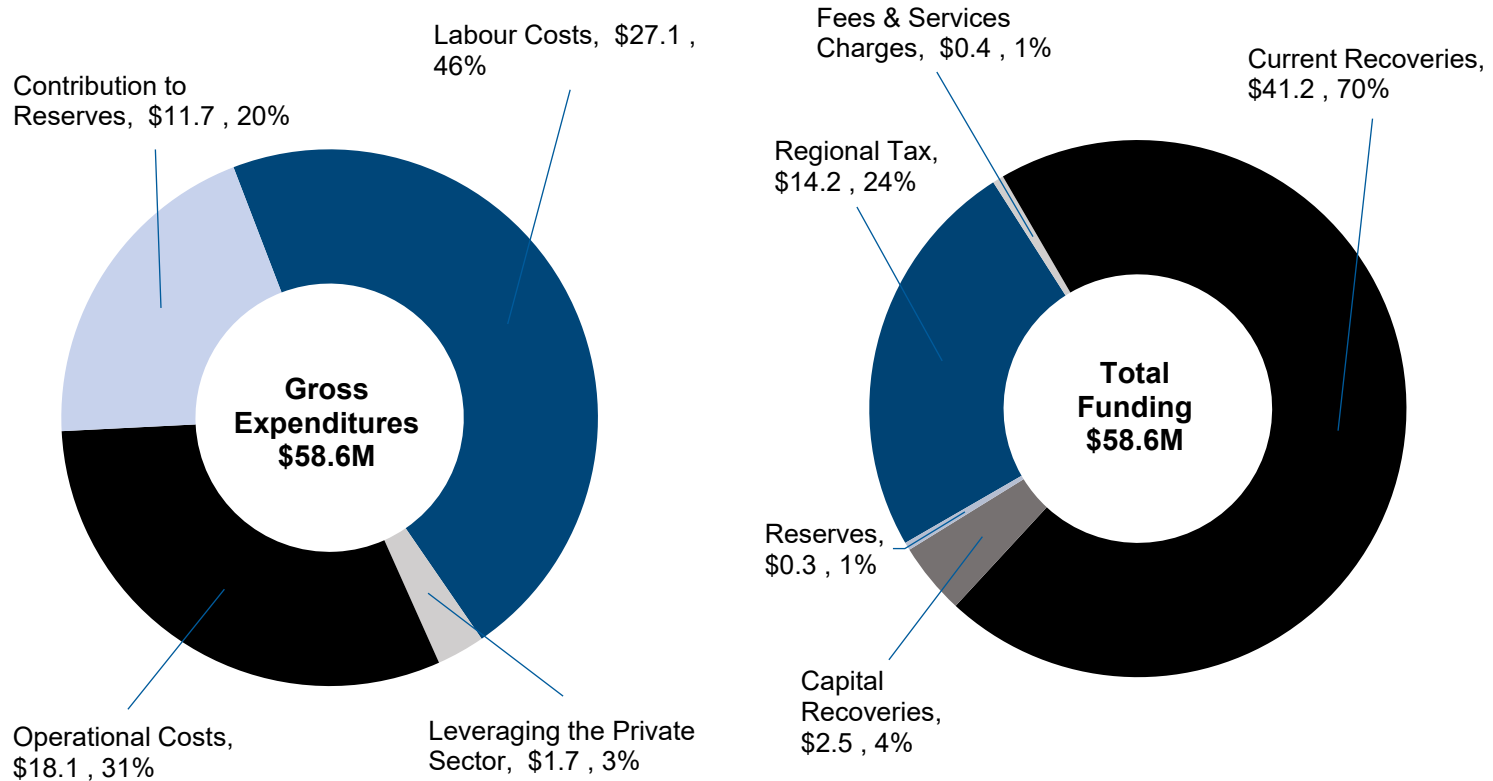
2024 Budget Risks

- Services are still recovering from the impact of COVID-19 and assessing the impacts to service delivery for a post-COVID.
- Inflation for 2024 is expected to continue at a heightened rate but there is risk that actual inflation may exceed the 2.5% assumption. Supply chain and labour market issues will exacerbate inflationary pressures.
- Budget has been developed assuming Peel's services will continue to be provided, notwithstanding any governance decisions resulting from Bill 112.

2024 – 2027 Operating Forecast

	Budget			Forecast					
	2023	2024		2025		2026		2027	
	$'000	$'000	%	$'000	%	$'000	%	$'000	%
Total Expenditure	14,260	14,895	4.5%	15,712	5.5%	15,948	1.5%	16,173	1.4%
Total Revenue	(669)	(667)	(0.3)%	(675)	1.2%	(683)	1.2%	(691)	1.2%
Net Expenditure	13,591	14,228	4.7%	15,037	5.7%	15,226	1.5%	15,483	1.4%

Note: May not add up due to rounding

- It is anticipated that new technology platforms implemented through the capital program will result in additional operating costs such as licenses. A marker of $640,000 for these costs has been included in each of the forecast years.
- The outlook years include 4 additional permanent positions:
    o The Advancing Digital Strategy Delivery program's Integration Competency Centre – 2 new FTEs in 2025
    o Infrastructure and Security – 2 new FTEs in 2025
    o Implementation of the ERP is anticipated to result in FTE changes, but which can't be estimated at this point
- Incremental pressures have been offset by additional recoveries from other Regional services or the capital program.

Proposed Capital Budget

Capital Budget: $23.4 million (Ten Year Plan: $178.7 million)

2024 Capital Budget Overview

The following table provides a summary of Information and Technology Service's planned capital project activity for 2024, including funding sources for both new capital project requests in 2024 and projects carried forward to 2024.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) ($'000)	2024 Capital Budget ($'000)	Total Capital in 2024 ($'000)
DC Growth	-	-	-
Externally Funded	-	-	-
Non-DC Internal	38,271	23,424	61,695
Total Expenditures	**38,271**	**23,424**	**61,695**
# of Projects	**40**	**8**	**48**

Existing Capital Projects - $38.3M

Key highlights:

- $12.5M for the Workforce Enablement Program of lifecycle replacement of Regional computers
- $8.5M for the Application Portfolio Modernization program to maintain existing applications in a state of good repair
- $3.3M for the replacement of network infrastructure
- $2.7M for Regional contributions to the Public Sector Network

- $2.6M for the Enterprise Resource Planning implementation which will replace the Region's human resources and financial systems
- $2.3M for Enterprise Asset Management - for the procurement, implementation and sustainment of an integrated Enterprise Asset Management technology solution to support Regional assets
- $1.7M for Network & Telephone Infrastructure Enhancement (growth related network costs)

2024 Capital Budget - $23.4M

Key highlights:
- $6.3M for ERP Implementation which will replace the Region's human resources and financial systems
- $6.0M for the procurement, implementation and sustainment of an integrated Enterprise Asset Management technology solution to support Regional assets
- $3.9M for network and communications infrastructure hardware and software replacement and upgrades
- $2.5M for the Workforce Enablement Program of lifecycle replacement of Regional computers
- $2.0M for Digital Peel – to implement the roadmap delivered from the Advancing Digital Service Delivery project
- $2.0M to update and maintain information technology applications to remediate technical obsolescence and risk

See Appendix I for details.

2024 Budget Risks
- Inflation for 2024 is expected to continue at a heightened rate but there is risk that actual inflation may exceed the 5.0% assumption. Supply chain and labour market issues will exacerbate inflationary pressures.
- Inflation risk will vary from project to project as some projects may use a commodity or commodities that have been more significantly impacted by inflation.
- Budget has been developed assuming Peel's services will continue to be provided, notwithstanding any governance decisions resulting from Bill 112.

Operating Impact of 2024 Capital Budget
- The use of updated technology will allow for more efficient and effective operations.
- It is anticipated that new technology platforms will result in additional operating costs such as licenses. A marker of $640,000 for these costs has been included in each of the forecast years.

Proposed Capital Plan

2024 – 2033 10-Year Capital Plan - $178.7M

By Project Classification:

State of Good Repair $94.3M	DC Funded Growth $-M	Non-DC Funded Growth & Other $84.4M

Key Highlights:

- $45.9M for the Workforce Enablement Program of lifecycle replacement of Regional computers

- $28.0M for Digital Peel – to implement the roadmap delivered from the Advancing Digital Service Delivery project

- $20.0M for the procurement, implementation and sustainment of an integrated Enterprise Asset Management technology and point solutions to support Regional assets

- $20.0M for the Application Portfolio Modernization program to maintain existing applications in a state of good repair

- $16.3M for the replacement of network infrastructure

- $16.1M for Network & Telephone Infrastructure Enhancement (growth related network costs)

- $14.0M for Regional contribution to the Public Sector Network

- $6.3M for ERP Implementation which will replace the Region's human resources and financial systems

See Appendix II for details.

2024 Financing Sources and Funding Status ($'000)

Projects	Name	Description	Total Expense	Development Charges	Reserves & Reserve Funds	External Funding	Debt Funding
							2024
187116	ERP Implementation	This project will fund costs associated with replacing the existing HRMS & Financial Systems.	6,332	0	6,332	0	0
187336	Integrated Asset Management	Procurement, implementation and sustainment of an Enterprise Asset Management technology solution to support Regional assets	6,000	0	6,000	0	0
247125	Corporate Information Management	Funding for the deployment of Information Management Technology throughout the Region.	695	0	695	0	0
247514	Network Infrastructure Replacement	Replacement of existing network servers, network infrastructure and telephone system.	1,167	0	1,167	0	0
247533	Data Centre Infrastructure	Data Centre / Application Improvements.	322	0	322	0	0
247550	Workforce Enablement Program	Desktop/Laptop Replacement	2,500	0	2,500	0	0
247591	Network & Telephone Infrastructure Enhancement	Growth related network costs.	1,343	0	1,343	0	0
247602	PSN Capital	Regional contribution to PSN System.	1,066	0	1,066	0	0
247609	Application Portfolio Modernization (APM)	To remediate technical obsolescence and risk and to maintain an appropriate State of Good Repair of the existing technology applications portfolio.	2,000	0	2,000	0	0
247612	Digital Peel	Capital funding to implement the roadmap delivered from the Advancing Digital Service Delivery project	2,000	0	2,000	0	0
Information and Technology			**23,424**	**0**	**23,424**	**0**	**0**

2024 Ten Year Combined Capital Program ($'000)

Project	Name	Description	2024	2025	2026	2027	2028	Yrs 6-10	Gross
187116	ERP Implementation	This project will fund costs associated with replacing the existing HRMS & Financial Systems.	6,332	0	0	0	0	0	6,332
187336	Integrated Asset Management	Procurement, implementation and sustainment of an Enterprise Asset Management technology solution to support Regional assets	6,000	0	0	0	0	5,000	11,000
237636	Enterprise Asset Management Point Solutions	Procurement, implementation and sustainment of Enterprise Asset Management technology solutions to support Regional assets	0	1,000	1,000	1,000	1,000	5,000	9,000
247125	Corporate Information Management	Funding for the deployment of Information Management Technology throughout the Region.	695	695	695	695	695	3,475	6,950
247514	Network Infrastructure Replacement	Replacement of existing network servers, network infrastructure and telephone system.	1,167	1,306	2,144	1,986	2,082	7,657	16,341
247533	Data Centre Infrastructure	Data Centre / Application Improvements.	322	354	389	428	471	3,161	5,124
247550	Workforce Enablement Program	Desktop/Laptop Replacement	2,500	4,590	4,620	4,652	4,683	24,831	45,876
247591	Network & Telephone Infrastructure Enhancement	Growth related network costs.	1,343	1,155	1,253	1,363	1,484	9,506	16,104
247602	PSN Capital	Regional contribution to PSN System.	1,066	1,132	1,205	1,286	1,374	7,922	13,985
247609	Application Portfolio Modernization (APM)	To remediate technical obsolescence and risk and to maintain an appropriate State of Good Repair of the existing technology applications portfolio.	2,000	2,000	2,000	2,000	2,000	10,000	20,000
247612	Digital Peel	Capital funding to implement the roadmap delivered from the Advancing Digital Service Delivery project	2,000	5,000	5,000	3,000	3,000	10,000	28,000
Information and Technology			**23,424**	**17,232**	**18,306**	**16,409**	**16,788**	**86,553**	**178,712**

Budget Requests

This table presents the costs by Budget Request for proposed new initiatives. Each BR is numbered. Detailed descriptions of the budget requests can be found in the pages following the table.

Proposed Initiative	Division	Budget Request #	FTEs Requested	Contract FTE Requested	Net Operating Impact $	Capital $
Information and Technology Security Architect	Information and Technology	90	1.0	-	166,778	-
IBM Maximo Implementation	Information and Technology	124	-	-	-	6,000,000
TOTAL			**1.0**	**-**	**166,778**	**6,000,000**

Budget Request #: 90

Proposed Initiative	Department	Division	Service Area
Information and Technology Security Architect	Corporate Services	Information and Technology	Information and Technology

Description of Budget Request

The strategy function in Enterprise Architecture will require an IT Security Architect to conduct the strategic planning and also evolve the related technology governance, policies and standards. There are several Internal Audit Management action plans that recommend establishing a strategic cybersecurity capability that covers the full range of activities in IT to ensure a coherent and comprehensive Business Resiliency and Recovery plan for the foreseeable future.

Required Annual Operating Investment

Impacts	2024 $	2025 $	2026 $	2027 $
Gross Expenditures	166,778	(3,000)	-	-
Less: Internal and Capital Recovery	-	-	-	-
Total Expense	166,778	(3,000)	-	-
Rate Stabilization Reserve	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
Total Revenue	-	-	-	-
Net Impact -Tax	166,778	(3,000)	-	-
Net Impact - Utility Rate	-	-	-	-

	2024	2025	2026	2027
FTEs	1.0	-	-	-

Required Capital Investment

	2024 $
Total Expenditures	-
Capital Reserve	-
Development Charges	-
External Funding	-
Debt	-
Total Funding	-

Why Staff Recommend this Initiative

Cybersecurity threats and risks are escalating and becoming more sophisticated with each passing moment. The IT Security and Risk approach is largely reactive and needs to evolve into a strategic function within the Enterprise Architecture team.

Recent Internal Audit recommendations have identified a gap in strategic planning and coverage which would be addressed by the IT Security Architect role. Without a strategy, Peel is currently uninsurable for cybersecurity risks which is problematic.

Details of Service Change

A critical foundational component for Business Resiliency and Continuity is a comprehensive IT Security and Risk Strategy. The service provided by IT Enterprise Architecture is currently missing this expertise resulting in a reactive approach to addressing security and privacy risks created by the numerous technology solutions in place and identified for future implementation. A formalized function of providing IT Security Architecture and Strategic Risk Planning will be a net new service provided IT Enterprise Architecture to support the work in developing an overall IT Risk Framework and evolving our outdated practices and policies as identified by the Internal Audit review of Security and EA. The current security posture and residual risks created by aging legacy software also creates a situation where Cybersecurity Insurance is not cost effective.

Having an IT Security Architect devise a strategy to prioritize and mitigate the risk landscape is a significant service level improvement that benefits the whole corporation. As Peel implements more powerful and sophisticated technology platforms using cloud and various service providers, secure integrations and development practices need to be enforced and standardized. The common thread woven into the fabric of a multi-platform computing environment is providing strategic and operational security oversight.

Service Impact

The principle of Security and Privacy by Design is a cornerstone of Peel's Digital Strategy. The most specific guidance regarding how to improve and achieve Security and Privacy by Design comes from the observations and recommendations from Internal Audit's review of IT Security and Enterprise Architecture. The short version is to establish a Strategic IT Security capability or function and consolidate the different initiatives into a comprehensive plan to do the following:

- Develop an IT Risk Framework
- Prioritize and remediate the highest risk technologies as soon as possible
- Update and enhance the Business Resiliency and Continuity Plan
- Update and enhance the IT Policies, standards and practices related to IT Security and Risk

Establish a Security Operations mechanism in IT to provide both strategic and tactical support to the business areas.
Gartner provides comprehensive frameworks that will help guide the processes and service level outcomes. The concept of having Security Architecture as an integral part of Enterprise Architecture is identified in every best practice analysis and recommendation from Gartner and InfoTech.

Budget Request #: 124

Proposed Initiative	Department	Division	Service Area
IBM Maximo Implementation	Corporate Services	Information and Technology	Information and Technology

Description of Budget Request

In alignment with the Council Guiding Principle of investing in Technology investments to sustain services and protect infrastructure required, this BR is being submitted to continue the implementation of IBM Maximo and the decommissioning of the legacy Hansen application.

Required Annual Operating Investment

Impacts	2024 $	2025 $	2026 $	2027 $
Gross Expenditures	-	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
Total Expense	-	-	-	-
Rate Stabilization Reserve	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
Total Revenue	-	-	-	-
Net Impact -Tax	-	-	-	-
Net Impact - Utility Rate	-	-	-	-

	2024 $	2025 $	2026 $	2027 $
FTEs	-	-	-	-

Required Capital Investment

	2024 $
Total Expenditures	6,000,000
Capital Reserve	6,000,000
Development Charges	-
External Funding	-
Debt	-
Total Funding	6,000,000

Why Staff Recommend this Initiative

Integrity of asset records and the ability to implement work orders due to risks associated with legacy systems technology.

Details of Service Change

This is a request for continuation of the existing project. The approval of funding will provide continuity of the existing Enterprise Asset Management and technical project implementation team and also includes funding for additional consulting/vendor support. The funding identified includes the continuation/extension of the current project team resources throughout 2024 to allow the Region to continue the configuration and implementation of the Maximo platform across the remaining phase 1 business units and preparation for the implementation of phase 2 business units following a required version upgrade.

Service Impact

The outcomes of the project will be achieved by measuring key implementation outputs in comparison to defined business requirements. Stakeholders will be engaged throughout the process and client satisfaction will be measured following the completion of individual business units. Adherence to approved budgets and timelines will also be measured.