

Date: September 18, 2020

To: Chair and Members of Budget Committee

From: Gary Kent, CPA, CGA, ICD.D, Commissioner of
Corporate Services and Chief Financial Officer

Originator's files:

Meeting date:
October 7, 2020

Subject

Digital Transformation Update and IT Position Conversions

Recommendation

1. That the corporate report dated, September 18, 2020 entitled "Digital Transformation Update and IT Position Conversions", from the Commissioner of Corporate Services and Chief Financial Officer, be received.
2. That the resource plan and conversions of IT positions as outlined in Appendix 1, "Information Technology Digital Transformation Resource Plan" be approved.

Report Highlights

- As part of the annual Business Plan and Budget process the Information Technology Service prepares the 4-year operating budget and a 10-year capital plan to support the technology needs of the corporation.
- The City's website and online services have gone through a digital transformation to a modern Cloud solution. The website was previously hosted and managed by Bell Canada who provided support and managed services on a 7*24 basis. With this transformation to the cloud, all of the workload previously managed by Bell Canada has been brought in-house and a new agile way of work has been put in place.
- The resources required have been working on the project and funded from Capital. With the completion of the project, these resources can now be funded from the existing budget with no tax rate impact or increase.
- Converting the capital-funded positions to permanent staff, fully recovered from existing IT Capital, represent a continuation of the existing resources, secure talent for the organization and have no tax rate impact.

Background

The IT Master Plan was endorsed by Council October 2015, providing a vision for digital transformation including mobile technology for field staff, collaboration tools, public engagement solutions, the modernization of the City website and the development of a Smart City framework. Complimentary to the IT Master Plan was a series of Technology Road Maps for all City Services inclusive of public facing services such as Library, Transit, Recreation as well as other internal services such as F&PM, Finance, HR and Communications. These Technology Road Maps established the technology investments that have seen the digital transformation of all City Services and Operations over the past 5 years.

The Smart City Master Plan, endorsed by Council July 2019 provides a new vision and strategic direction that provides a Smart City Framework that will guide our digital transformation as technology has become integral to the public realm and city building. A new set of Technology Road Maps for all City Services has now been developed and will inform the investment in technology for the next 5 years.

The City has transformed and the digital footprint has grown significantly.

Comments

As part of the annual Business Plan and Budget process the Information Technology Service prepares the 4-year operating budget and a 10-year capital plan to support the technology needs of the corporation. In addition, other service areas include Technology initiatives in their respective Business Plan and Budgets to align with strategic, service or operational objectives. The process works well with full visibility and involvement of the IT Service in the planning and budgeting phases.

Website and Online Services

In addition to the rapid expansion of technology to support the delivery of City Services the City's website and online services have gone through a digital transformation to a modern Cloud solution. The website was previously hosted and managed by Bell Canada who provided support and managed services on a 7*24 basis. With this transformation to the cloud, all of the workload previously managed by Bell Canada has been brought in-house and a new agile way of work has been put in place. The Mississauga.ca project is now complete with all City content and services transferred to the new Cloud infrastructure. The hosting and managed services budget of \$600,000, supplemented with \$12,000 from the IT Profession Services budget is proposed to be allocated to fund the staff required to maintain this environment moving forward. The resources required have been working on the project and funded from Capital. With the completion of the project, these resources can now be funded from the existing budget with no tax rate impact or increase.

The conversions will be funded from existing Operating Budget and include salary and benefits with no impact on the 2021 operating budget:

Position	Grade	Position Type	Qty	Unit Cost	Total
IT Architect	H	Non-union FT	1	141,989	141,989
Application Developer	F	Non-union FT	3	117,465	352,395
Dev/Op Specialist	F	Non-union FT	1	117,465	117,465
Totals			5		611,849
Existing Operating Budget					(612,000)
2021 Tax Rate Impact					(151)

Long-term commitment to IT capital projects

Projects require a balance of Capital and Operating funding which is approved through the Business Plan and Budget process. The use of professional services and temporary staff positions is the standard practice with permanent positions approved where sustainment or growth of a program area justifies the additional resource. Temporary resources are typically funded through recoveries from capital budgets for the duration of the project. Within IT there are IT funded Programs that have recurring costs for lifecycle replacement of infrastructure in the data centres and the network, which require recurring resources.

Over the period of 2016 to 2020, the investment in technology has grown at a rate of 303% while the chargeback for resources has only grown at a rate of 160%. The existing IT Capital budget has been able to support and sustain the required resources over this period and the need is forecasted to continue and grow. Having temporary staff funded through capital recoveries has met the needs but has also been a challenge to retain staff for these highly skilled positions.

For this reason, we are proposing to convert the capital-funded positions to permanent staff and to continue to fully recover the costs against the existing IT Capital. This will represent a continuation of the existing resources and capital funding already accounted for in the IT Capital budget and have no tax rate impact. The following resources are temporary positions fully funded by the IT Capital budget and proposed to be converted to Permanent staff and fully recovered through the Capital budget.

Position	Grade	Position Type	Qty	Incremental Cost
IT Architect	H	Non-union Fulltime	1	5,711
Network Specialist	F	Non-union Fulltime	3	17,486
Network Technician	D	Non-union Fulltime	2	10,507
System Specialist	F	Non-union Fulltime	3	17,486
Database Administrator	G	Non-union Fulltime	1	5,826
Totals			10	57,016
IT Capital Recoveries				(57,016)
2021 Tax Rate Impact				0

These are existing positions that are already fully funded from the IT Capital Budget and when converted will continue to be fully recovered through the Capital Budget and have no tax rate increase impacts. Converting these positions will ensure that the required resources and skills are maintained to support the significant growth of technology and critical systems.

Strategic Plan

The Smart City Master Plan supports and enables the City's Strategic Plan and Master Plans through collaboration, planning and partnerships. The investment in technology has enabled the digital transformation of services, mobility and modernization of citizen facing services.

Financial Impact

The IT Position conversions proposed are all currently funded by the IT Capital Budget for the Infrastructure positions and by IT Operating Budget for the Digital Services positions with no tax rate increase impact.

Conclusion

The City of Mississauga is innovative in the use of technology to deliver City Services. Good planning supported by the IT Master Plan and Smart City Master Plan has enabled the digital transformation of Mississauga.ca and significant advancement in mobility, cloud, analytics, remote work, GIS and critical operational systems. Having the IT resources in place to support and sustain the technology is critical. To ensure that the resources with the required skills are maintained, a plan to convert existing positions will ensure that the technology and critical systems are maintained and supported. These positions are already funded in the Capital Program as well as the Digital Solutions staff funded by existing Operating budget and will have no tax rate impact.

Attachments

Appendix 1: Information Technology Digital Transformation Resource Plan



G. Kent.

Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Shawn Slack MBA, Director Information Technology and Chief Information Officer