

Information and Technology

2025–2028 Business Plan
and 2025 Budget

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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 and support for all technology related services. Support and prioritize technology implementations.
- **Content and data analytics.** Enable informed decisions through research, business analytics and 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 and 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 30.3 million emails were received, of which 56.8 per cent (17.2 million messages) contained cybersecurity threats that were detected and stopped by IT's Security systems and processes.
- The Public Sector Network (PSN) is a state-of-the-art fiber network co-owned by the Peel Region, 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

- Today, people expect public services to be accessible digitally, requiring governments to keep pace with modern expectations. Peel Region is keenly aware of the evolving needs of its residents and service pressures are greater than they ever been.
- While remaining committed to meeting service expectations and pressures by modernizing digital infrastructure, investment in the management of cybersecurity risks, and risks related to critical systems failure is important.
- There have been competing priorities such as Bill 112 and Bill 185 that have placed several large technology projects and programs to rescope or to pause. It is time to restart and refocus on the key objectives of our Digital Strategy.

Table 1. Budget Summary

	2025	2026	2027	2028
Operating Net Investment (in \$ thousands)	14,677	18,356	19,689	20,840
Capital Net Investment (in \$ thousands)	45,277	46,542	46,444	35,120
Full Time Equivalents	210.0	215.0	215.0	215.0

Core Services

Vision, Mission, Goals of Service and Service Delivery Model

Vision

Enabling digital government through technology.

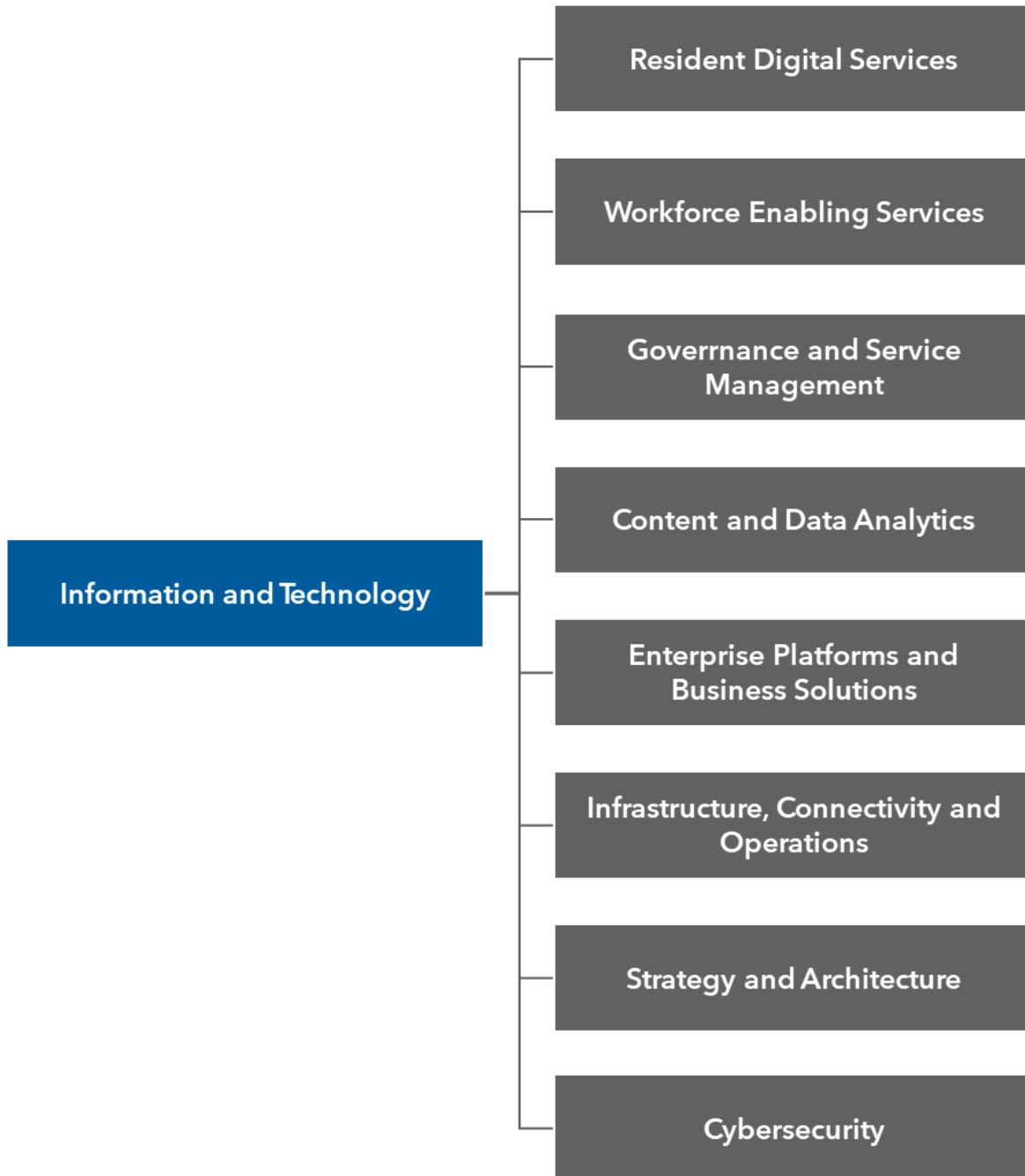
Mission

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



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.

Trends

In the evolving digital landscape Peel Region has steadfastly advanced its Digital Strategy, guided by a clear mandate: *'To deliver engaging and seamless experiences for residents and employees through sustainable, integrated business and technology modernization.'* This strategy anchors our commitment to digitizing services, streamlining access to information, and enhancing service efficiency.

Technology trends in cloud platform, cyber security, application modernization, business intelligence and emerging technologies like robotic process automation and artificial intelligence are all key investments to achieve the Digital Strategy mandate.

Cybersecurity

Ensuring resident privacy and data security is a top priority for Peel Region, as it possesses and maintains large amounts of sensitive data connected to both personal information of its residents and the infrastructure it operates. Personal information of residents includes medical and health information, eligibility information for social benefits, and employee records. For infrastructure, this includes traffic cameras and water systems.

Cybersecurity permeates every aspect of the organization. Peel Region prioritizes security at every level because it is critical to safeguard our operations and protect sensitive data. Our commitment extends beyond investments in technology; it's a fundamental aspect of how Peel operates. There is also a culture of vigilance and accountability among staff, empowering them to be proactive, identifying and mitigating potential security risks.

Information Management

When it comes to trends in Information Management, content continues to increase at exponential rates approx. over 50 per cent year over year increase. This increase is driven by the need to ensure data and content governance, increased demand for spatial analysis and data story telling and by leveraging emerging technologies (Artificial Intelligence (AI), machine learning, Robotic Process Automation (RPA)) to enhance information management related processes.

Integrating Technologies Within Facilities

New Peel Region buildings are built with more technology, and programs run from those buildings are more reliant than ever before on technology for service delivery to residents, i.e., the new Seniors Health and Wellness Village LTC facility has 61 different technology systems. This trend is expected to increase, and IT needs to keep up with evolving its service delivery and operational support models to match.

Many software vendors are now marketing an AI offering for their products and encouraging customers to get on board with this. Internal clients are already submitting Service Requests to the IT Intake and Prioritization requesting AI solutions to meet their business needs.

Generative Artificial Intelligence

Generative Artificial Intelligence can perform tasks that would ordinarily require biological brainpower to accomplish, such as making sense of spoken language, learning behaviours, or solving problems. Generative AI is a type of AI that produces content such as text, audio, code, videos, and images. This content is produced based on information that the user inputs, which consists of prompts (typically short instructional texts).

More and more organizations are using it. In the next few years AI will be one of those business tools we use as regularly as MS Word and MS PowerPoint.

There is tremendous opportunity for AI to be part of Peel Region's programs to enhance resident services and streamline operations. AI can also pose significant cybersecurity and privacy risks to systems and data if implemented in a manner that is not part of a broader technology plan.

Peel Region is committed to learning more and exploring how to leverage AI and to learn from the pilots with Microsoft and Salesforce. These pilots will guide our future plans with AI.

Performance Measures and Results

Peel Region 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 cost avoidance generated through the Public Sector Fibre Network.

Customer Measures

Customer measures involve the number of users and number of downloads of the Peel Region 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. At the end of 2023, there were over 9 million Application Programming Interface (API) hits in the Open Data Portal. Over the same period, there were 3,200 downloads and 20,000 active users.

Number of visits to the Census Information Hub. The Census Information Hub is an interactive platform offering access to Census data. It features engaging maps and charts to help users, from beginners to professionals, explore and understand demographic information about Peel Region. This user-friendly interface provides valuable community insights. In 2023, there were 6,540 visits to the Hub.

Employee Measures

Percentage of employees agreeing that they have the tools and technology they need to do their job well. Since the pandemic, 80 per cent of office-based workforce have been enabled to work remotely. From a recent employee survey conducted in May 2022, 74 per cent of Peel Region employees affirmed that they have the tools and technology they need to do their jobs well.

This demonstrates the effectiveness of the Region's technology infrastructure. It's also an indicator of employees effectively managing their workloads.

Business Process Measures

IT Help Desk First Call Resolution (FCR). 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. 53.79 per cent of IT help desk calls/tickets were resolved on the first attempt with no follow-up needed. Total number of tickets processed by IT in 2023 was 49,931.

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 technology requests and decision-making handled by the Boards. In 2023, there were 44 service requests and in the first 6 months of 2024, there have been 27.
- 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 56 per cent of email messages coming into the Regional network are blocked due to email SPAM, viruses, and other threats. In the past 12 months 17.2 million cyber threats were prevented.

Awards and Achievements

Awards

Runner-up Finalist for the Prestigious Oracle Energy and Water 2024 Innovator Award

In April 2024, Oracle selected Peel Region as the runner-up finalist for the prestigious Oracle Energy and Water 2024 Innovator Award at the annual Oracle Energy and Water Customer Edge Conference and User Group. Achievement: Upgraded and migrated its water billing system from a self-hosted version of Oracle's Customer Care and Billing (CC&B) to the Customer Care and Billing Cloud Service platform (CCBCS). This upgrade made us the first to implement Oracle's CCBCS globally.

Peel Celebrates Award Winners

"We Innovate" Mobile Computer-Aided Dispatch (MCAD) Team: The MCAD Team implemented an electronic connection between the Ministry of Health Central Ambulance Communication Center (CACC) and iPad computers carried in Paramedic vehicles along with the existing Regional iPhones carried by the paramedics. This electronic connection will enable two-way communication/data exchange of ePCR information from the moment the paramedics are notified by dispatch, through to the "transfer of care" to an emergency physician or other health care professional at a hospital.

An IT Project Manager won the 2024 CFO and Corporate Services **Commissioner's Values in Action Award**. They excel in achieving strategic objectives through collaboration and innovation, embodying Peel Values. As the "go-to" for Microsoft and Teams, they share expertise via the O365 Learning Portal and Digital Champion Network, partnering with ODL to develop the Region's digital literacy program.

Achievements

On June 5, 2024, **Microsoft Canada highlighted Peel Region's technological advancements, enhancing resident services.** The pandemic accelerated a digital transformation, making digital solutions essential. Peel Region uses these technologies to boost productivity and collaboration among its 6,800 employees, transforming services in public health, paramedic services, waste management, and housing support. Cybersecurity is a priority, protecting operations and sensitive data. Peel Region employs Microsoft 365 and Surface Pro devices for remote work and standardized mobile device management. This seamless shift to remote work allows employees across various services to communicate effectively within a user-friendly system.

Also, in June 2024, **Municipal World highlighted Peel Region's use of technology in the public sector.** The article emphasized the need for municipalities to embrace digital transformation to meet evolving resident, business, and employee needs. Peel Region advances thoughtfully, enhancing service delivery, streamlining operations, and improving community connectivity while prioritizing residents' best interests.

At the **Public Sector Network's Roadshow**, Peel Region's CIO shared best practices in data safeguarding during digital transformation. Key takeaways included being proactive, staying ahead of risks, recognizing vulnerability during change, emphasizing cybersecurity, and fostering an engaging workplace culture.

Peel Region was highlighted during the 2024 Ontario MISA Conference. There were two presentations shared:

1. Transforming Digital Services with Cross-Functional Delivery Teams

Peel Region's cross-functional delivery team model for digitizing high-priority services includes the Digital Peel strategic roadmap, governance model, team structure, and tools. Key takeaways emphasize embedding non-technical roles in technical teams to accelerate digital service adoption, enhance collaboration, and boost stakeholder engagement for high-quality service delivery.

2. Peel Region's Enterprise Business Intelligence Strategy

This session explored the intricacies of designing and implementing a robust Enterprise Business Intelligence Strategy. The presentation equipped the audience with the knowledge and insights needed to formulate and execute an Enterprise Business Intelligence Strategy, with a combination of theoretical frameworks, practical tips, and use cases. Attendees gained knowledge of how to unlock the full potential of their organization's data. In today's rapidly evolving municipal landscape, data has become a critical asset.

Completion of Other Projects and Initiatives by the IT Project Management Office (PMO)

- Upgraded Oracle Customer Care and Billing to cloud, managing \$500 million in annual water billing revenue.
- Major upgrade to Trapeze application for TransHelp program operations.
- Completed eSignature (DocuSign) implementation.
- Implemented new Hardware Asset Management module on ServiceNow.
- Completed mobile computer-aided dispatch project, enabling live two-way communication between paramedics and hospitals.
- Implemented Copado for managing Salesforce software releases.

- Rolled out IBM Maximo Enterprise Asset Management (EAM) app in Waste, Wastewater, and Real Property Asset Management (RPAM).
- Implemented Electronic Nursing Documentation System (ENDS) on Salesforce, enhancing nurse interactions, records management, announcements, reporting, and integration with Five9 call centre solution.

Peel Celebrates IT Nominees

- **CAO Award for Excellence.** Housing Technology Integration (HTI) Phase 3 and EAM/Maximo Implementation Team.
- **Commissioner's Values in Action.** Intelligent Collaboration Team and EAM/Maximo Implementation Team.
- **We All Belong.** How Are You Doing (HAYD) Survey Access Team.
- **We Innovate.** Communicable Diseases iHub Working Group, Peel Living Annual Unit Inspection (AUI) – Paper to Electronic Team, Water Billing Program Team, Implementation Team for AlayaCare Rollout, Housing Technology Integration (HTI) Phase 3 Project Team and Digital Peel Team.

The 2025–2028 Business Plan Outlook

Planning for the Future

IT is focused on a more secure digital future with a multi-pronged approach in remediating technical debt, sustaining existing technology and services, and looking for ways to bring technical advancement to the Region. To that end, several programs, initiatives and projects that align with these themes are in various stages of progress.

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.

The Application Portfolio Modernization program has progressed and is now reporting the accomplishments in reducing our technical debt to the Chief Information Officer.

Cloud Policy

A critical need for the future of all our technology platforms is that they transition to a cloud-based technology. In 2024, the Cloud Policy was endorsed and implemented. The Cloud Policy is not a mandate to shift everything to Cloud; it exists to inform and encourage business leaders to

consider Cloud Services more openly because IT has all the tools, skills, and governance processes to maximize business benefits while controlling risks.

The Cloud Policy is one of the new foundational policies created by IT to:

- Fulfill internal Audit Management Action Plan(s).
- Modernize IT policies.
- Ensure consistency in selection, implementation, and sustainment of cloud technology.
- Provide practical and sensible guidance for IT Governance and impacted business areas to eliminate or avoid technical debt.

Cloud solutions provide efficiency and value to a complex and diverse organization and are more advantageous with their reusable and shareable capabilities.

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 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.

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

As we set our sights on refining our resident digital services in 2025, 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 Peel Region remains committed to navigating this

evolving landscape responsibly, ensuring that the integration of technology and governance benefits all residents.

More on AI

IT is introducing Artificial Intelligence (AI) into the organization in a thoughtful and deliberate method, working within our existing governance structures and leveraging existing financial investments in technology platforms. In 2024, we launched the following AI initiatives as our starting point:

1. **Microsoft Copilot in the Edge Browser**

Copilot in the Edge browser has been pre-released to a small group within IT for testing and validation. Copilot in Edge was released to the organization in early 2024. This release does not access our Microsoft 365 (M365) data but will provide users with AI powered assistance in the Edge browser, such as answering questions, summarizing web pages etc.

2. **Microsoft Copilot in Microsoft Office 365**

Copilot is integrated into Microsoft 365, embedded in the Microsoft 365 applications such as Word, Excel, and PowerPoint. Copilot in Word gives a first draft to edit and iterate on. Copilot in PowerPoint helps create presentations with a simple prompt, and with Copilot in Excel, we can analyze trends and create data visualizations in seconds. The timing for broad organizational deployment of these features in 2024 will be dependent on the results of testing.

3. **Microsoft Open AI and Enterprise GPT**

IT and Public Works Water and Wastewater are developing an interface “chat with my data” for navigation of standard operating procedures (SOPs) to address critical challenges in locating specific known information. Successful implementation of this initiative will inform the basis for similar offerings in other business areas. The timing for implementation is Q3 2024.

4. **Salesforce Einstein**

IT and Peel Housing Corporation (PHC) are currently exploring the use of Salesforce Einstein AI functionalities such as recommendation builder, response recommendations, next best action, and conversation mining for cases and case notes. The timing for rollout of this functionality is planned for Q3/Q4 2024.

Both Microsoft and Salesforce are committed to working with Peel Region to ensure these pilots are implemented in a planned manner and to be key partners in supporting our ongoing evolution as a digital government.

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 quality of service, improve client experience, improved employee engagement, improve health and safety, and efficiencies to reduce wait time and realize cost savings/avoidance.

IT enables the Region's programs and services to realize these benefits. Over the past 12 months, the following initiatives were implemented and contributed to the Region's Continuous Improvement Program:

Cybersecurity

The remote access technologies were replaced to improve performance, increased security, better user experience, ease of management, stability, and age. The change has allowed for the implementation of additional security controls resulting in a more secure environment. This has resulted in better value and modern technologies for taxpayer monies. The improved cybersecurity measures achieved a cost savings of \$85,000 and created a budget reduction.

Salesforce Licensing

Since July 2024, the contract was renegotiated; price per Salesforce licence has been reduced based on negotiations with the vendor. Cost savings of \$443,000 for existing licenses and cost avoidance of \$804,000 on the purchase of new licenses was achieved.

Multi-Functional Device Replacement

Since the COVID-19 pandemic and the shift of hybrid-work, the workforce has relied less on printing and photocopying and more with electronic and digital channels to facilitate sharing of documents and record retention. The overall budget for Multi-functional Devices (MFDs) has decreased year-over-year. In 2019, the budget was \$1.1 million dollars. For the 2025 budget there is \$400,000 allocated. From 2024 to 2025, the budget reduction is \$64,000. The savings each year is from a smaller inventory of MFDs used, energy saved, reduced supplies of toner and paper. Reduced paper use also contributes to lower Greenhouse gases (GHG) emission.

Digital Peel – Digital Forms Phases 1 and 2

The Digital Peel Program provides residents with a consistent and user-friendly digital experience. Digital Peel delivers accessible information, streamlined processes, and responsive services. From July 2023–May 2024, the digital forms project team used modern technologies and digital design best practices to introduce 21 dynamic digital forms to replace outdated webforms and PDF forms. These digital forms include, water (utility) billing, childcare services, Freedom of Information requests, Public Health Food Handler Certification Program (online registration, scheduling, and payment), and the Public Health portal for health professionals to complete online ordering of publicly funded vaccines. Digital forms innovate services using data and technologies to improve the citizen experience. Peel’s digital forms streamline business processes, create efficiencies, and foster a digital literate workforce where innovation is celebrated.



Digital Peel’s mission is, *“To provide digital services that meet the needs of our residents.”* The dynamic digital forms create alternatives to phone, in-person, and email channels; channels which can be costly. Here are a few key performance indicators of the digital forms’ success: More than 18,500 people have used the digital forms since their launch, and engagement continues every day. Resident surveys report 92 per cent ease of use with the forms. Since the launch of the Food Handler Certification Program, 1,008 people use the service, \$44,683 in payments have been processed, and 622 customers rated the digital service. One hundred per cent said it was easy to use, 48 per cent used their mobile phone or tablet to register, and \$6,795 in direct costs have been avoided. Here are a few other digital services created:

- Prenatal Services (Public Health).
- COVID-19 Digital Forms.
- Peel Health Professionals Portal (Public Health).
- Freedom of Information Request – end to end digitization (Clerks).

eSignature Implementation

The eSignature solution allows electronic signing of documents, eliminating the need for paper. The solution simplifies creating, sending, and automating forms and contracts. With an eSignature solution, users can sign documents from anywhere, sign multiple documents quickly, track document status in real-time, ensure document security, and reduce costs associated with printing, shipping, and storage.

Pilots completed in Human Services and Public Works suggest that there are cost savings of up to 60 per cent across the Region in terms of reduced paper use and courier costs, as well as 54 per cent per cent reduction in staff time spent on preparing and managing paper documents for signatures.

Benefits include improved ease of signing documents from any location, reducing the amount of time to get documents signed and ability to track workflows.

Redevelopment of peelregion.ca and Service Pages

In September 2024, Peel residents and business will have an improved service experience when visiting peelregion.ca. This improvement is a result of establishing a visitor centric view of the website, using a new information architecture that enhances the search and browse features of the website, increasing user satisfaction. The technology strategy includes migrating from an in-house server to a cloud-based service to enhance availability and recoverability; as well as migrating from a manual, file-based content system (Microsoft IIS) to a modern Website Content Management System (Drupal), increasing the Region's ability to add/modify content and responding to our requirements under the AODA.

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 \$100,000 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.

IT governance practices are being continuously improved. Program management practices are being documented and reviewed in addition to the existing management of projects through the IT Intake and Prioritization process.

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 Peel Region 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.

In Q4, 2024, SAP SuccessFactors will replace PeopleSoft HRMS. SAP is an industry-leading cloud-based software that helps manage business tasks and allows companies to blend different functions for smooth data processing and information sharing. It also simplifies complex processes, provides real-time data access, and boosts operational efficiency.

SAP SuccessFactors will provide many benefits for all of us, and some of these include:

- **Easy access.** You can view your paystub, enter your time, and request time off anytime, anywhere with a few simple clicks on your work and personal computers and mobile devices.
- **A fresh look.** Your paystub's appearance will undergo a makeover.
- **Clear transparency.** You will have real-time visibility into earnings, deductions, and benefits.
- **Self-service.** You can manage your personal information, view, and print paystubs and T4s on your personal devices.

The implementation of SAP SuccessFactors is part of our journey to become a digital government using secure, efficient, reliable, and accessible technologies.

Integrated Asset Management (IAM) – Project Maximo

Project Maximo is one of the key transformational initiatives within the Enterprise Applications portfolio, aligned with Peel's Digital Strategy and in partnership with Project Ecosystem. Maximo supports critical asset management activities such as maintenance tracking, work order planning, materials management, and asset condition reporting. It also enhances decision-making, streamlines workflows, and simplifies task completion with mobile applications and integrations with expert systems and SAP financials, and will replace some of Peel's legacy systems.

The platform was initially implemented in the Real Property Asset Management division, Long-Term Care, and the ADS section of Water and Wastewater. With Phase 1 approaching completion, the onboarding of the Police Fleet and a Paramedics pilot is expected by the end of 2024.

Future phases of Maximo will focus on expanding functionality to other departments, including Peel Housing Corporation (PHC) and Transportation, with the detailed scope to be finalized in consultation with the project steering committee. Preparations for these next phases will begin in early 2025 to assess user needs and ensure effective configuration for each business unit.

Once fully established, Maximo will manage:

- More than \$50 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.

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

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.

The implementation of the new Software Asset Management module in ServiceNow is almost complete. A new Application Portfolio Module is being added to manage the life cycle of the Region's software tools more efficiently, helping us to keep our software in good functional condition.

Highlights of the major infrastructure repair projects for the 2025 Capital Budget include:

- **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.
- **Cybersecurity Enhancements.** Enhancements to cybersecurity tools and controls to improve cybersecurity.
- **Voice modernization.** To enable all Peel Region 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.
- **Updated productivity tools.** Establishing the processes and procedures to support and facilitate operationalizing updated productivity tools on a continuous basis.
- **Collaborative workspace.** Partnering with RPAM to advance technology in collaborative workspaces, fostering innovation and efficiency.
- **Corporate backup solution.** Implement a backup solution to meet current and future needs and address service continuity and disaster recovery.

Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2025–2028 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 2024 was \$13.9 million and the proposed budget for 2025 is \$14.7 million.

Net Expenditures: \$14.7 million (**Total Expenditures:** \$15.3 million)

Description (in \$ thousands)	2023 Actuals	2024 Approved Budget	2025 Proposed Budget	\$ Change Over 2024	% Change Over 2024
Operating Costs	15,778	17,231	18,092	862	5.0%
Labour Costs	32,307	29,042	31,122	2,080	7.2%
Reserve Contributions	11,734	11,734	11,734	—	0.0%
Debt Charges	—	—	—	—	—
Grant Payments	—	—	—	—	—
Facility, IT, HR and Other Support Costs	2,752	2,512	2,632	120	4.8%
Recoveries	(49,157)	(45,936)	(48,260)	(2,324)	5.1%
Total Expenditures	13,414	14,583	15,320	737	5.1%
Grants and Subsidies	—	—	—	—	—
Supplementary Taxes	—	—	—	—	—
Fees and Services Charges	(874)	(436)	(436)	—	0.0%
Transfer from Development Charges	—	—	—	—	—
Contributions from Reserves	(240)	(208)	(208)	—	0.0%
Total Revenues	(1,115)	(644)	(644)	—	—
Total Net Expenditure	\$12,300	\$13,939	\$14,677	\$737	5.3%

Note: May not add up due to rounding.

2025 Operating Budget Pressures

Service (in thousands)	Total Expenditures	Total Revenue	Net Cost 2025 vs 2024	
2024 Revised Cost of Service	\$14,583	\$644	\$13,939	%
Cost of Living Inflation				
Labour Costs	1,657	—	1,657	
Goods and Services	121	—	121	
Base Subsidy/Recoveries				
Updated Allocation to Tax and Utility Services and Peel Living	(2,064)	—	(2,064)	
Cost Containment				
Savings from Continuous Improvement Initiatives	(592)	—	(592)	
Efficiencies from the Ongoing Review of Budgets	(137)	—	(137)	
Other Pressures¹				
Software Licenses and Support	1,385	—	1,385	
Operating Impact of Capital: Software Licenses and Support	102	—	102	
Base Budget Changes Subtotal	471	—	471	
Service Level Demand²				
BR# 9 – Improve Cybersecurity and Prevent Cybercrime	266	—	266	
BR# 8 – Public Sector Network Analyst	—	—	—	
BR# 7 – Information Management Program advancement towards Digital Peel	—	—	—	
Service Level Changes Subtotal	266	—	266	
Total 2025 Budget Change	737	—	737	
2025 Proposed Budget	\$15,320	\$644	\$14,677	5.3%

Note: may not add up due to rounding.

Operating Budget Pressure Notes

¹Other Pressures

- Cost increases are due to the increased use of technology to support service delivery, digital advancements across the enterprise, and inflationary cost pressures. Technology contracts have seen increases higher than inflation as technology companies change their pricing models.

²Service Level Demand

- A summary of all the budget requests can be found on Table 6 followed by a two-page budget request for each proposed initiative.

Staffing Resources

Table 2 provides a summary of the staffing resources by Sub-Service (as identified in the Core Services) for the budget year, forecast years and the prior year. The prior year reflects FTE changes approved by Council during the prior year.

Table 2. Staffing Resources to Achieve Level of Service

Sub-Service	2024	2025	2026	2027	2028
Content and Data Analytics	25.0	26.0	26.0	26.0	26.0
Cybersecurity	7.0	8.0	9.0	9.0	9.0
Enterprise Platforms and Business Solutions	52.0	52.0	55.0	55.0	55.0
Governance and Service Management	8.0	8.0	8.0	8.0	8.0
Infrastructure, Connectivity and Operations	59.0	60.0	61.0	61.0	61.0
Resident Digital Services	31.0	31.0	31.0	31.0	31.0
Strategy and Architecture	4.0	4.0	4.0	4.0	4.0
Workforce Enabling Services	21.0	21.0	21.0	21.0	21.0
Total	207.0	210.0	215.0	215.0	215.0

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

2025 Gross Expenditures and Funding Source

Figure 1. 2025 Gross Expenditures (in \$ millions)

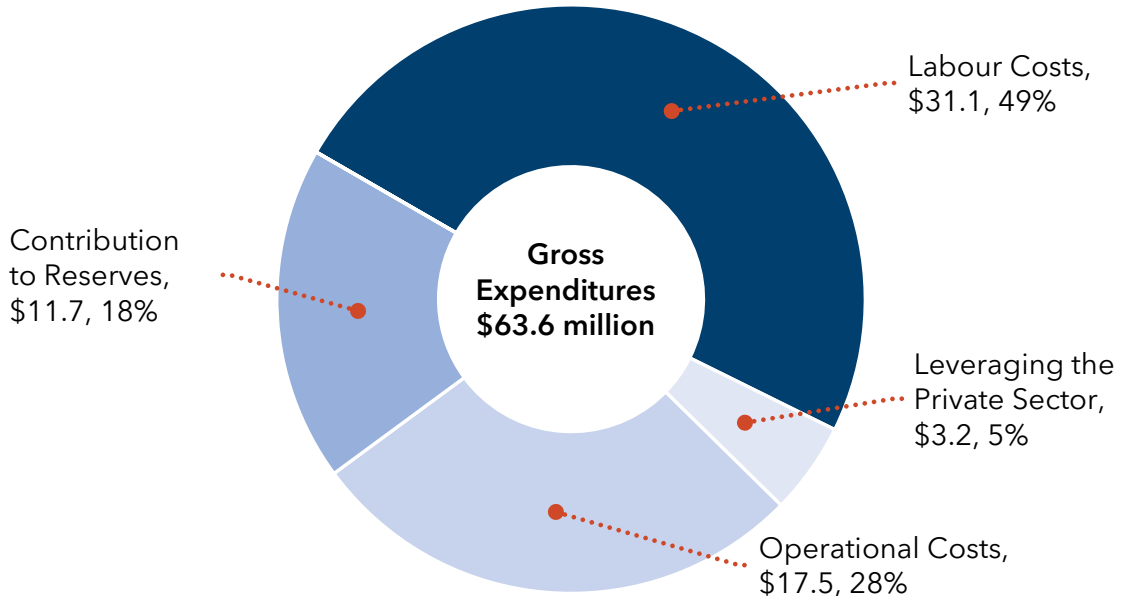
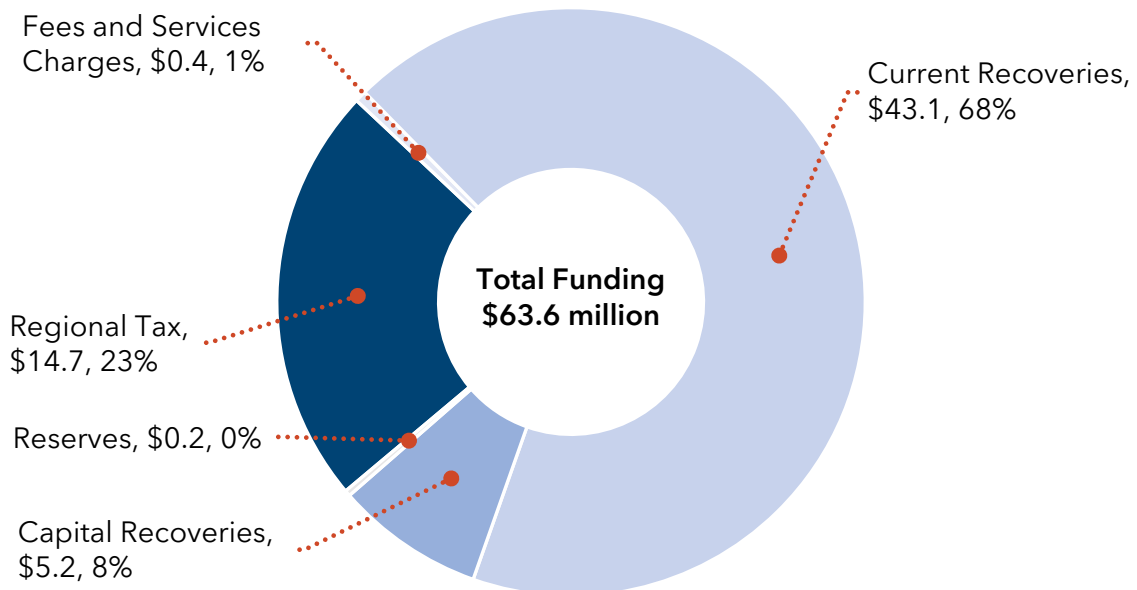


Figure 2. 2025 Total Funding Sources (in \$ millions)



2025 Budget Risks

- The budget has been developed based on cost and inflationary assumptions.

2026–2028 Operating Forecast

Table 3. Budget (in \$ thousands)

	2024	2025	
Total Expenditure	14,583	15,320	5.1%
Total Revenue	(644)	(644)	0.0%
Net Expenditure	13,939	14,677	5.3%

Table 4. Forecast (in \$ thousands)

	2026		2027		2028	
Total Expenditure	19,009	24.1%	20,351	7.1%	21,511	5.7%
Total Revenue	(652)	1.4%	(661)	1.4%	(670)	1.4%
Net Expenditure	18,356	25.1%	19,689	7.3%	20,840	5.8%

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 and support. An estimate of \$1.1 million for these costs has been included in each forecast year starting in 2026.
- Technology contracts have seen increases higher than inflation as technology companies change their pricing models. Included in the forecast are \$1.5 million, \$0.9 million and 0.9 million from 2026–2028.
- As the Regional services increase use of technology, there is growth in the number of licenses and maintenance support required. It is estimated the growing demand will result in an annual budget increase of \$0.6 million, \$0.5 million and \$0.2 million from 2026–2028.
- The forecast includes 5 additional permanent positions in 2026:
 - One FTE to oversee the organization's information, cyber, and technology security, and the prevention of cybercrime at the Region.
 - One FTE to provide the expertise to support the Service Now platform.
 - Three FTEs for IT Quality Assurance program.
- Implementation of the ERP and Integrated Asset Management solutions is anticipated to result in FTE changes, but which cannot be estimated at this point.

Proposed Capital Budget

Capital Budget: \$45.3 million (**Ten Year Plan:** \$275.2 million)

2025 Capital Budget Overview

Table 5 provides a summary of Information and Technology planned capital project activity for 2025, including funding sources for both new capital project requests in 2025 and projects carried forward to 2025.

Table 5. Capital Plan by Funding Sources (in \$ thousands)

	Carry-forward from Prior Years (WIP)	2025 Capital Budget	Total Capital in 2025
DC Growth	—	—	—
Externally Funded	—	—	—
Non-DC Internal	25,681	45,277	70,958
Total Expenditures	\$25,681	\$45,277	\$70,958
# of Projects	41	11	52

Existing Capital Projects – \$25.7 million

Key Highlights:

- \$6.0 million for the Workforce Enablement Program to implement modern business solutions, collaboration and productivity tools to enhance service delivery and ensure a more secure and efficient technology environment.
- \$2.8 million to digitize and automate high priority resident services to improve ease of access, user experience and gain business efficiencies through the Digital Peel Program.
- \$2.8 million for Network and Telephone Infrastructure Enhancement (growth related network costs).
- \$2.6 million for the replacement of network and data center infrastructure.
- \$2.6 million for Regional contributions to the Public Sector Network.

2025 Capital Budget – \$45.3 million

Key Highlights:

- \$18.4 million for ERP/SAP implementation which will modernize and replace the Region's legacy human resources, finance and procurement technologies.

- \$9.8 million for the implementation of Integrated Asset Management/Maximo to modernize and replace legacy asset management technologies.
- \$3.4 million to implement enterprise construction project management and activity-based budgeting solutions to support new building and infrastructure construction by the Region (BR# 17).
- \$3.0 million to digitize and automate high priority resident services to improve ease of access, user experience and gain business efficiencies through the Digital Peel Program.
- \$3.0 million for the Application Portfolio Modernization program to update and maintain information technology applications to remediate technical obsolescence and risk.

See Appendix I for details.

2025 Budget Risks

- The Capital budget has been developed based on cost and inflationary assumptions.

Operating Impact of 2025 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. An estimate of \$1.1 million for these costs has been included in each of the forecast years.

Proposed Capital Plan

2025–2034 10-Year Capital Plan: \$275.2 million

By Project Classification

State of Good Repair
\$203.0 million

DC Funded Growth
\$0.0 million

**Non-DC Funded Growth
and Other**
\$72.2 million

Key Highlights

- \$72.9 million for ERP/SAP implementation which will modernize and replace the Region’s legacy human resources, finance and procurement technologies.
- \$40.2 million for the implementation of Integrated Asset Management/Maximo to modernize and replace legacy asset management technologies.
- \$34.1 million for the Workforce Enablement Program to implement modern business solutions, collaboration and productivity tools to enhance service delivery and ensure a more secure and efficient technology environment.
- \$30.0 million for the Application Portfolio Modernization program to update and maintain information technology applications to remediate technical obsolescence and risk.
- \$28.0 million to digitize and automate high priority resident services to improve ease of access, user experience and gain business efficiencies through the Digital Peel Program.

See Appendix II for details.

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 Table 6.

Table 6. Budget Request Listing

Proposed Initiative	Division	Budget Req #	FTEs Req	Contract FTE Req	Net Operating Impact	Capital
Information Management Program advancement towards Digital Peel	Information Technology	7	1.0	–	–	–
Sustaining the increased work and initiatives related to the Public Sector Network	Information Technology	8	1.0	–	–	–
Improve Cybersecurity and Prevent Cybercrime	Information Technology	9	1.0	–	265,901	–
Enterprise Project Management Software and Activity-Based Budgeting	Information Technology	17	–	–	–	3,404,000
Data Encryption for Cybersecurity	Information Technology	19	–	–	–	996,000
Total			3.0	–	\$265,901	\$4,400,000

Budget Request #: 7

Proposed Initiative	Department	Division	Service Area
Information Management Program advancement towards Digital Peel	Corporate Services	Information Technology	Information and Technology

Description of Budget Request

This request supports advancing digital initiatives aligned to Digital Peel. The Information Management (IM) program plays a critical role to optimize, automate and modernize content management to support client's service delivery. To sustain the program, a permanent resource with domain expertise is required. This role, which has been in place for 5 years, is essential due to the increasing volume of content and the on-going need to enable regional services.

Required Annual Operating Investment

Impacts	2025	2026	2027	2028
Gross Expenditures	120,221	–	–	–
Less: Internal and Capital Recovery	(120,221)	–	–	–
Total Expense	–	–	–	–
Rate Stabilization Reserve	–	–	–	–
External Funding	–	–	–	–
Other Revenue	–	–	–	–
Total Revenue	–	–	–	–
Net Impact – Tax	–	–	–	–
Net Impact – Utility Rate	–	–	–	–
FTEs	1.0	–	–	–

Required Capital Investment

	2025
Total Expenditures	–
Capital Reserve	–
Development Charges	–
External Funding	–
Debt	–
Total Funding	–

Why Staff Recommend this Initiative

The sheer volume of files is staggering. Over 100 million files, equivalent to 100 TB, assuming a file size of 1 GB, are generated and retained by more than 50 per cent of Peel's workforce. Over the past decade, the file count has increased significantly from 16 million. However, permanent resources to support the program have not increased. A different service delivery model is warranted to achieve digital transformation from a content perspective.

Details of Service Change

The IM program sustainment activities will shift to an associate based model where a dedicated IM resource will address client requests related to their sustainment plan. Responsibilities of this role will include working collaboratively with clients to develop and implement appropriate solutions to meet their needs, second tier trouble shooting and client support, consultation and advice; and training. The broad areas of focus for this role will expand to include process automation that stem from the IM program (see reference to 3Ds below). As automation opportunities are explored, this program will bolster the existing role and inform future staffing needs.

Service Impact

Client relationships and ultimately service delivery will be strengthened by having a dedicated resource as a single point of contact that has a detailed understanding of the business context. Business context means the knowledge of a program's sub-culture, program staff's content management skills and abilities, their processes and content flow, operational procedures and their program objectives. Client relationship strength will be measured using service experience and client satisfaction data.

The dedicated resource will help clients move through the digital stages (3Ds) of: digitization (process of shifting from analog to digital), digitalization (process of using digital technologies and digitized data to transform how work gets done, and how stakeholders [customers and businesses] engage and interact in automating processes), and digital transformation faster, thus optimizing their content. Vendor supports may be solicited. This outcome will be measured using speed of delivery and efficiency / effectiveness data.

Budget Request #: 8

Proposed Initiative	Department	Division	Service Area
Sustaining the increased work and initiatives related to the Public Sector Network	Corporate Services	Information Technology	Information and Technology

Description of Budget Request

The request is for a Senior Infrastructure Analyst position FTE. This position has been in place for 2.5 years and a continuing need has been identified. The position is required because of the increased workload for the Public Sector Network (PSN) team. There are several new projects including the HuLRT; PW as well as requests from existing subscribers. As the network grows additional resources are needed for the continual support and maintenance of PSN.

Required Annual Operating Investment

Impacts	2025	2026	2027	2028
Gross Expenditures	140,029	–	–	–
Less: Internal and Capital Recovery	(140,029)	–	–	–
Total Expense	–	–	–	–
Rate Stabilization Reserve	–	–	–	–
External Funding	–	–	–	–
Other Revenue	–	–	–	–
Total Revenue	–	–	–	–
Net Impact – Tax	–	–	–	–
Net Impact – Utility Rate	–	–	–	–
FTEs	1.0	–	–	–

Required Capital Investment

	2025
Total Expenditures	–
Capital Reserve	–
Development Charges	–
External Funding	–
Debt	–
Total Funding	–

Why Staff Recommend this Initiative

A Senior Infrastructure Analyst position FTE is currently in place for 2.5 years performing the work with a contract end date of Dec. 2024. There are several projects underway, and others planned, including Metrolink HuLRT, PW projects etc. and this position will ensure continuity for the work already underway as well as the ongoing maintenance of the fibre, responding to breaks and other incidents to minimize downtime that could impact RoP, PRP, local municipalities as well as PSN subscribers.

Details of Service Change

This position is part of the small team responsible for supporting PSN at the Region. This additional FTE will allow the team to continue to respond to service requests in a timely manner as well as proactively designing the network to prevent single point of failures and address issues that arise. This will also allow the team to support and maintain the expanding network as well as retain the knowledge already gained about PSN.

Service Impact

Public Sector Network is a fibre optic network that involves the effort of the four municipal agencies operating within Peel Region (Mississauga, Brampton, Caledon and Peel Region). The network is designed to meet the need to provide a high-speed telecommunication between municipal facilities across Mississauga, Brampton and Caledon. In addition to providing operational connectivity between facilities of its owners (Peel Region and local municipalities), PSN provides connectivity for other public sector agencies operating within Peel.

This request will improve the team's response to service requests from contractors and subscribers, support and maintenance of the Public Sector Network.

Budget Request #: 9

Proposed Initiative	Department	Division	Service Area
Improve Cybersecurity and Prevent Cybercrime	Corporate Services	Information Technology	Information and Technology

Description of Budget Request

Digital transformation has accelerated since the onset of the pandemic in 2020 to serve the changing expectations of Canadians. Alongside greater digitization and dependence upon these digital systems, online attacks have significantly increased. The purpose of this request is to establish a resource under a Cybersecurity Center of Excellence dedicated to the oversight of the organization's information, cyber, and technology security, and the prevention of cybercrime at Peel Region.

Required Annual Operating Investment

Impacts	2025	2026	2027	2028
Gross Expenditures	265,901	336,658	42,405	–
Less: Internal and Capital Recovery	–	–	–	–
Total Expense	265,901	336,658	42,405	–
Rate Stabilization Reserve	–	–	–	–
External Funding	–	–	–	–
Other Revenue	–	–	–	–
Total Revenue	–	–	–	–
Net Impact – Tax	265,901	336,658	42,405	–
Net Impact – Utility Rate	–	–	–	–
FTEs	1.0	–	1.0	–

Required Capital Investment

	2025
Total Expenditures	–
Capital Reserve	–
Development Charges	–
External Funding	–
Debt	–
Total Funding	–

Why Staff Recommend this Initiative

As noted in the Government of Canada's *2024 National Cyber Threat Assessment Report*, the trend towards connecting important systems to the Internet increases the threat of service disruption from cyber threat activity. Ransomware incidents are reported on an almost daily basis in Canada. Our essential services are being disrupted, including hospitals, schools, municipalities, and utility providers. It is critical that Peel's cybersecurity program continues to evolve to safeguard the organization.

Details of Service Change

Peel's proposed Cybersecurity Center of Excellence will be led by an Expert Advisor – Cybersecurity, who will be responsible for establishing a dedicated cyber-security center which will consolidate the current distributed security model. While Peel's cybersecurity program is well established and regarded, our goal is to evolve the maturity of the program by creating a centralized hub model – under the leadership of the Expert Advisor – which incorporates process, technologies, and staff across the areas of IT architecture, network, infrastructure, application, data and end-user device management. Using advanced reporting metrics, industry-reference standards, and best practice frameworks; the Advisor will be responsible for providing leadership and direction to proactively address potential cyber threats and responses to any cyber incidents that may arise. This will include educating and managing technology risk in collaboration with business leaders, engaging the services of external vendors and third-party experts, and continuously evaluating, managing, and augmenting the cyber and technology staffing resources of the organization.

Service Impact

Ongoing security of Peel's data and information assets. In 2023, there were over 17 billion records impacted because of reported data breaches in the US. Minimal disruption to business continuity and services due to cyber-attacks. Reduced risk of financial loss due to cyber-crime – an industry study shows that the average cost of a data breach was US\$4.24 million in 2021.

Budget Request #: 17

Proposed Initiative	Department	Division	Service Area
Enterprise Project Management Software and Activity-Based Budgeting	Corporate Services	Information Technology	Information and Technology

Description of Budget Request

Peel Region is seeking:

- An enterprise construction project management solution, integrated with the organization's enterprise asset management system and ERP systems, to meet the needs of its construction Project Managers for construction 'work in progress' (WIP).
- An enterprise activity-based budgeting solution to support new building construction 'work in progress' (WIP), built on the foundation of the enterprise construction project management solution.

Required Annual Operating Investment

Impacts	2025	2026	2027	2028
Gross Expenditures	–	–	–	–
Less: Internal and Capital Recovery	–	–	–	–
Total Expense	–	93,812	–	–
Rate Stabilization Reserve	–	–	–	–
External Funding	–	–	–	–
Other Revenue	–	–	–	–
Total Revenue	–	93,812	–	–
Net Impact – Tax	–	–	–	–
Net Impact – Utility Rate	–	–	–	–
FTEs	–	–	–	–

Required Capital Investment

	2025
Total Expenditures	3,404,000
Capital Reserve	3,404,000
Development Charges	–
External Funding	–
Debt	–
Total Funding	3,404,000

Why Staff Recommend this Initiative

The only Peel tools currently available for construction project management and activity-based budgeting in compliance with O/Reg 588/17 are Microsoft Project and Microsoft Excel. These are not integrated with Peel's financial and asset management systems and also do not meet all the needs of Peel's construction Project Managers. The Water and Wastewater, Transportation and Real Property Asset Management divisions have all requested proper solutions for these technology needs with annual capital spending currently estimated at \$600–\$800 million per year.

Details of Service Change

Peel's large construction projects are managed using tools such as Excel that do not meet the needs of construction Project Managers, resulting in the creation of complex manual workarounds. This request is for a construction project management solution that meets all the needs of the organization's construction Project Managers, including integration with the organization's financial and asset management systems, leading to improved efficiency and improved project outcomes. The Region's Water and Wastewater, Transportation and Real Property Asset Management divisions have all requested this technology tool.

To comply with O Reg 588/17, municipalities must develop asset management plans for core infrastructure. These divisions currently use a highly manual spreadsheet-based system for activity-based budgeting and forecasting to comply with this Regulation. The shift from spreadsheets to a digital solution will improve efficiency, reduce errors and improving forecasting.

The new activity-based budgeting solution will build on the project management solution. It will track and manage construction activities and cost centres, and detailed labour and materials costs. It will have financial 10-year forecasting and what-if scenario projection capability and the ability to manage separate contractor/in-house resources, costs, overheads and asset growth variables. This tool is not intended to replace the Hyperion budget tool used by the Region to manage its budget process.

Service Impact

The outcome of more efficient management of Peel's construction projects will be achieved through the selection, acquisition and implementation of a comprehensive construction project management solution and an activity-based budgeting solution built on top of that, with integration with the Region's financial system (SAP) and enterprise asset management system (IBM Maximo).

Budget Request #: 19

Proposed Initiative	Department	Division	Service Area
Data Encryption for Cybersecurity	Corporate Services	Information Technology	Information and Technology

Description of Budget Request

Peel uses the Salesforce platform for customer relationship management in its interactions with residents and businesses. Salesforce Shield is a tool that uses encryption to protect private data stored on the Salesforce platform against cyber security threats and to help with compliance with privacy protection regulations. The purpose of this project is to implement Salesforce Shield in Salesforce applications used by Peel Housing Corporation and two other business units.

Required Annual Operating Investment

Impacts	2025	2026	2027	2028
Gross Expenditures	–	–	–	–
Less: Internal and Capital Recovery	–	–	–	–
Total Expense	–	500,000	–	–
Rate Stabilization Reserve	–	–	–	–
External Funding	–	–	–	–
Other Revenue	–	–	–	–
Total Revenue	–	–	–	–
Net Impact – Tax	–	500,000	–	–
Net Impact – Utility Rate	–	–	–	–
FTEs	–	–	–	–

Required Capital Investment

	2025
Total Expenditures	996,000
Capital Reserve	996,000
Development Charges	–
External Funding	–
Debt	–
Total Funding	996,000

Why Staff Recommend this Initiative

- The need for improved cybersecurity protection to minimize the risk of a privacy breach. The Region uses the Salesforce platform extensively for delivering services to residents and businesses and the personal data it stores is currently not encrypted.
- Regulatory compliance with data security and privacy regulations, e.g. *Freedom of Information and Protection of Privacy Act, Municipal Freedom of Information and Protection of Privacy Act, and the Personal Health Information Protection Act.*

Details of Service Change

This project is to implement Salesforce Shield on the Salesforce applications used by Peel Housing Corporation, providing funding for the year one Salesforce licensing costs. The Region currently uses 36 different Salesforce applications to deliver services and Salesforce Shield will encrypt critical data fields within these applications. Event monitoring and audit functionality will also be implemented to track user activity, detect anomalies, enable compliance reporting, and investigate security incidents. Salesforce Shield will create an audit trail to track changes, including who made changes and what those changes were. Implementation will extend to two additional business units after completion of the implementation for Peel Housing Corporation.

The goals are to reduce the risk of a privacy breach at Peel and to ensure compliance with privacy and data security regulations. Although the implementation of Salesforce Shield would not reduce the likelihood of a ransomware attack occurring, it would make the private data stored in Salesforce much more difficult to steal, through encryption, if a hacker did take control through a ransomware attack.

Service Impact

The outcomes will be, on the Salesforce platform:

- Improved data security and privacy.
- Enhanced ability to monitor and track security incidents and conduct data breach analysis.
- Capability to generate and review regulatory compliance reports.

These outcomes will be achieved by implementing enhanced governance and security practices on the Salesforce platform using Salesforce Shield.

Appendix I

Table 7. 2025 Financing Sources and Funding Status (in \$ thousands)

Project	Name	Description	Total Expense	Development Charges	Reserve Funds	External Funding	Debt Funding
187116	ERP/SAP Implementation	SAP implementation to modernize and replace legacy HR, Finance and Procurement technology	18,400	–	18,400	–	–
257338	Integrated Asset Management (IAM)/Maximo Implementation	Integrated Asset Management/ Maximo implementation to modernize and replace legacy asset management technologies	9,800	–	9,800	–	–
257514	Network Infrastructure Replacement	Replacement of existing network servers, network infrastructure and telephone system	1,306	–	1,306	–	–
257533	Data Centre Infrastructure	Data Centre/ application improvements	354	–	354	–	–
257550	Workforce Enablement Program	To implement modern business solutions, collaboration and productivity tools to enhance service delivery and ensure a more secure and efficient technology environment	2,625	–	2,625	–	–
257591	Network and Telephone Infrastructure Enhancement	Growth-related network costs	1,293	–	1,293	–	–
257608	Quality Management Program for Technology Solutions	To develop a program, processes and platform with supporting tools and practices to standardize the practices for effective Quality Assurance Technology and Requirements Management for information technology (IT) projects	1,100	–	1,100	–	–
257609	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	3,000	–	3,000	–	–

Project	Name	Description	Total Expense	Development Charges	Reserve Funds	External Funding	Debt Funding
257610	Salesforce Shield Implementation for Cybersecurity	To implement Salesforce Shield to protect private data stored on the Salesforce platform against cybersecurity threats and to help ensure compliance with privacy protection regulations	996	–	996	–	–
257612	Digital Peel	To digitize and automate high priority resident services to improve ease of access, user experience and gain business efficiencies through the Digital Peel Program	3,000	–	3,000	–	–
257614	Enterprise Construction Project Management and Activity-Based Budgeting Solutions	To implement enterprise construction project management and activity-based budgeting solutions to support new building and infrastructure construction by the Region	3,404	–	3,404	–	–
Information and Technology Total			\$45,277	–	\$45,277	–	–

Appendix II

Table 8. 2025 10–Year Combined Capital Program (in \$ thousands)

Project	Name	Description	2025	2026	2027	2028	2029	Yrs 6–10	Gross
187116	ERP/SAP Implementation	SAP implementation to modernize and replace legacy HR, Finance and Procurement technology	18,400	19,700	18,900	13,935	2,000	–	72,935
257125	Corporate Information Management	Funding for the deployment of Information Management Technology throughout the Region	0	695	695	695	695	2,500	5,280
257338	Integrated Asset Management (IAM)/Maximo Implementation	Integrated Asset Management/Maximo implementation to modernize and replace legacy asset management technologies	9,800	11,700	11,500	5,200	2,000	–	40,200
257514	Network Infrastructure Replacement	Replacement of existing network servers, network infrastructure and telephone system	1,306	1,996	2,086	1,727	1,593	6,141	14,848
257533	Data Centre Infrastructure	Data Centre/ application improvements	354	389	428	471	518	3,478	5,638
257550	Workforce Enablement Program	To implement modern business solutions, collaboration and productivity tools to enhance service delivery and ensure a more secure and efficient technology environment	2,625	3,500	3,500	3,500	3,500	17,500	34,125
257591	Network and Telephone Infrastructure Enhancement	Growth-related network costs	1,293	1,663	2,089	2,283	2,496	15,766	25,590
257602	PSN Capital	Regional contribution to PSN system	0	0	646	710	781	5,247	7,384

Project	Name	Description	2025	2026	2027	2028	2029	Yrs 6–10	Gross
257608	Quality Management Program for Technology Solutions	To develop a program, processes and platform with supporting tools and practices to standardize the practices for effective Quality Assurance Technology and Requirements Management for information technology (IT) projects	1,100	900	600	600	600	3,000	6,800
257609	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	3,000	3,000	3,000	3,000	3,000	15,000	30,000
257610	Data Encryption for Cybersecurity	To implement Salesforce Shield to protect private data stored on the Salesforce platform against cybersecurity threats and to help ensure compliance with privacy protection regulations	996	0	0	0	0	0	996
257612	Digital Peel	To digitize and automate high priority resident services to improve ease of access, user experience and gain business efficiencies through the Digital Peel Program	3,000	3,000	3,000	3,000	3,000	13,000	28,000
257614	Enterprise Construction Project Management and Activity-Based Budgeting	To implement enterprise construction project management and activity-based	3,404	0	0	0	0	0	3,404

Project	Name	Description	2025	2026	2027	2028	2029	Yrs 6-10	Gross
	Solutions	budgeting solutions to support new building and infrastructure construction by the Region							
Information and Technology Total			\$45,277	\$46,542	\$46,444	\$35,120	\$20,183	\$81,632	\$275,199